
HAWAII ENERGY EMERGENCY REPAIREDNESS PLAN



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HAWAII ENERGY EMERGENCY PREPAREDNESS PLAN

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1.0 INTRODUCTION

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1.1 Purpose and Scope of the Energy Emergency Preparedness Plan

Purpose:

As a result of its geographical isolation from the continental United States as well energy exporting nations, the State of Hawaii remains vulnerable to energy supply disruptions. Should an energy supply disruption occur, the resultant categorical energy shortages could significantly impact Hawaii's citizens, government operations, and the stability of Hawaii's economy.

The purpose of this Energy Emergency Preparedness (EEP) Plan is to provide direction for designated personnel at all organizational levels within the Department of Business, Economic Development, and Tourism (DBEDT) relative to their roles and responsibilities in energy emergencies. Further, the Plan will assist personnel in ensuring that the mission of DBEDT is fulfilled pursuant to the State of Hawaii Emergency Plan and that sustained operations and coordination occurs between DBEDT and all other agencies and organizations necessary to ensure the successful implementation of Emergency Support Function (ESF) #12 (Energy) under the State of Hawaii *Emergency Preparedness and Response Plan*.

Scope:

In addition to defining the roles and responsibilities of DBEDT, the Plan also defines operational relationships with both public and private agencies and organizations to include:

- ◆ Hawaii State Civil Defense
- ◆ Office of the Governor
- ◆ Other State of Hawaii Departments and Agencies
- ◆ The Counties of Honolulu, Maui, Hawaii, and Kauai
- ◆ U.S. Department of Energy and other Federal Agencies
- ◆ Private Utilities
- ◆ Private Energy Providers
- ◆ Governor's Energy Emergency Preparedness Advisory Committee (GEEPAC)
- ◆ Hawaii State Energy Council (HSEC)

The Plan sets forth policies, principles, and procedures consistent with the National Incident Management System (NIMS), the State of Hawaii Emergency Plan, and establishes strategies to initiate and maintain Continuity of Government Operations (COGO).

1.2 Mission of the Department of Business, Economic Development and Tourism's (DBEDT) Strategic Industries Division (SID)

The Strategic Industries Division of the Department of Business, Economic Development and Tourism (DBEDT) is responsible for the administration, implementation, monitoring, and sustained operation of the State of Hawaii Emergency Support Function #12 to include the following specified actions as appropriate:

- ◆ Activation and sustained operation of appropriate components of the Hawaii Energy Emergency Plan pursuant to a Gubernatorial Proclamation of an Energy Emergency, or at the direction or request of Hawaii State Civil Defense (SCD).
- ◆ Activation and sustained operation of appropriate functions, activities, and programs that comprise the Shortage Management Center.
- ◆ Ensure intra / inter-agency coordination among all primary and supporting agencies and organizations pursuant to ESF #12.
- ◆ Demobilization of personnel, facilities, and resources as required at the conclusion of the event or occurrence.

1.3 Responsibilities in a Declared Disaster and Declared Energy Emergency

It is important to note that there are distinctive shifts in lead coordination and support roles as relates to DBEDT and State Civil Defense (SCD). This distinction is characterized by the nature of the event triggering a formal gubernatorial declaration.

- ◆ **Declared Disaster: State Civil Defense is the Lead Agency.**
In this instance, the threat or consequences of a major disaster may result in the activation of the State of Hawaii Emergency Plan as well as specific Emergency Support Functions (ESFs) as determined by the nature and severity of the event. State Civil Defense is the lead agency, and would derive support from those agencies responsible for coordinating their respective ESFs to include DBEDT-SID for ESF#12.
- ◆ **Declared Energy Emergency: DBEDT is the Lead Agency.**
This event would likely occur from market fluctuations or global supply disruptions that could result in immediate and/or protracted statewide energy shortages. DBEDT would assume the lead agency role and would derive support from State Civil Defense as well as other state agencies as required.

2.0 AUTHORITIES AND RELATED REFERENCES

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2.1 Legal Authorities, Statutes and Related References

During an emergency, DBEDT retains its legal and jurisdictional authority and responsibility to administer ESF #12, as set forth in the State of Hawaii Emergency Plan. The Energy Emergency Preparedness Plan must ensure the continued fulfillment of this responsibility during a disaster response or other incident of national significance that involves or may potentially involve an energy supply shortage.

The legal authorities and references for the Hawaii Energy Emergency Preparedness Plan are as follows:

YEAR	STATUTE / ACT	APPLICABLE PROVISIONS
2003	Homeland Security Presidential Directive: HSPD-5 (http://www.dhs.gov/xnews/releases/press_release_0105.shtm)	Establishes the National Incident Management System (NIMS). Requires Federal, State, and Local Emergency Plans to be consistent with NIMS standards and principles. Establishes the National Response Plan (NRP), and requires compliance with NIMS, to include compatible integration strategies with State Emergency Plans.
2003	Consolidated Appropriations Resolution, Public Law 108-7 (http://www.govtrack.us/congress/billtext.xpd?bill=hj108-2)	Provides expanded funding for Urban Area Security Initiative (UASI). Specifies <u>Planning</u> for State Level Continuity of Government Operations (COGO) as authorized program expenditure for Homeland Security Grant Program (HSGP).
2003	Homeland Security Presidential Directive: HSPD-7 (http://www.whitehouse.gov/news/releases/2003/12/20031217-5.html or http://www.fas.org/irp/offdocs/nspd/hspd-7.html)	Establishes the requirement for a National Infrastructure Protection Plan (NIPP). Energy facilities, both public and privately owned are inclusively defined as part of the Nation's "critical infrastructure and key resources."
2002	Homeland Security Act (http://www.dhs.gov/xabout/laws/law_regulation_rule_0011.shtm)	Establishes the Department of Homeland Security. Defines "State and Local Government" entities, as well as "emergency response providers." Implicit in this Act is the requirement of the State of Hawaii and its response agencies to engage in adequate preparedness and response planning.

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1993	Civil Defense and Emergency Act – Hawaii Revised Statutes §128 <small>(http://www.capitol.hawaii.gov/hrscurrent/Vol03_Ch0121-0200D/HRS0128/HRS_0128-.htm)</small>	Sets forth overall Civil Defense Policies for the State of Hawaii. Provides for parity with federal government emergency response functions as appropriate. Establishes the framework upon which DBEDT may implement ESF#12 at the State level.
1992	Energy Emergency Planning – Hawaii Revised Statutes §125C-31 <small>(http://www.capitol.hawaii.gov/hrscurrent/Vol03_Ch0121-0200D/HRS0125C/HRS_0125C-0031.htm)</small>	Assigns responsibilities to the Director of DBEDT for development and maintenance of an Energy Emergency Preparedness Plan. Requires a comprehensive planning and review process involving electric and gas utilities, and other energy providers as well as coordination with county governments. Also requires DBEDT to develop an Energy Emergency Communications Plan to ensure effective implementation of the Energy Emergency Preparedness Plan.
1992	Energy Emergency Planning – Hawaii Revised Statutes §125C-32 <small>(http://www.capitol.hawaii.gov/hrscurrent/Vol03_Ch0121-0200D/HRS0125C/HRS_0125C-0032.htm)</small>	Requires all Counties in the State of Hawaii to prepare a County Energy Emergency Preparedness Plan that integrates with the State Energy Emergency Preparedness Plan. Updates are required every two years (even numbered years). Plans are to be submitted to the Director of DBEDT.
1990	State Energy Efficiency Programs Improvement Act	Amends the Energy Policy and Conservation Act of 1975. Requires submission of a State Energy Emergency Planning Program to U.S. DOE in order to remain eligible for federal grant funding. Also increases the Strategic Petroleum Reserves (SPR) to one billion barrels.
1987	Procurement, Control, Distribution, and Sale of Petroleum Products During Fuel Shortage – Hawaii Administrative Rules Chapter 15-10 <small>(http://hawaii.gov/dbedt/main/about/admin-rules/15-10.pdf)</small>	Provides rules governing the procurement, control, distribution, and sales of petroleum products in the event of a fuel shortage as defined in Section 125C-2, Hawaii Revised Statutes, and in compliance with Sections 125C-4 & 125C-23 HRS. This Chapter addresses “Retail Fuel Sales and the State Set-Aside Program.
1985	Hawaii Revised Statutes §125C-1 <small>(http://www.capitol.hawaii.gov/hrscurrent/Vol03_Ch0121-0200D/HRS0125C/HRS_0125C-0001.htm)</small>	Empowers the Governor to declare an Energy Shortage Emergency. Also, to ensure that limited resources are monitored and distributed in an orderly manner and that conservation programs are implemented.

2.2 Authority to Activate the Energy Emergency Preparedness Plan

Full activation of this Plan may suspend normal, day-to-day operations of the Department of Business, Economic Development and Tourism. This may include curtailment of all “non-essential” project or program activity, as personnel are re-assigned to emergency duties.

Activation of the Shortage Management Center may require mobilization of additional personnel, suspension of normal work schedules, cancellation of scheduled leave or vacations, emergency procurement of equipment and supplies, and redirection of resources and priorities.

As such, authority for the activation of the State of Hawaii Energy Emergency Preparedness Plan rests with the following parties:

- ◆ Office of the Governor
- ◆ Director of Hawaii State Civil Defense
- ◆ Director of DBEDT
- ◆ SID Administrator/Chief Technology Officer
- ◆ SID Planning & Policy Branch Manager

2.3 Plan Integration

The Hawaii Energy Emergency Preparedness Plan must ensure conceptual consistency with the following References and Plans:

- ◆ National Response Framework (NRF)
- ◆ National Incident Management System (NIMS)
- ◆ National Infrastructure Protection Plan (NIPP)

The Plan shall provide for operational consistency and integration with the following References and Plans:

- ◆ State of Hawaii Emergency Plan
- ◆ DBEDT COGO Plan
- ◆ City & County of Honolulu Energy Emergency Preparedness Plan
- ◆ Maui County Energy Emergency Preparedness Plan
- ◆ Kauai County Energy Emergency Preparedness Plan
- ◆ Hawaii County Energy Emergency Preparedness Plan
- ◆ Other State of Hawaii Department Emergency Plans, as appropriate.

3.0 CONTINUITY OF GOVERNMENT

EMERGENCY SUPPORT FUNCTION #12

3.0 CONTINUITY OF GOVERNMENT OPERATIONS

3.1 Continuity of Government Operations / Planning Elements

Continuity of Government Operations planning is the recognition that many departments within Hawaii State Government are formally assigned emergency management duties and responsibilities. Each department must ensure their respective organizational viability in order to competently perform those responsibilities in the event of a disaster or incident of national significance. Pursuant to the State of Hawaii Emergency Plan, DBEDT as the Primary and Coordinating Agency is responsible for ensuring the effective administration and operation of ESF #12 (Energy).

As such, DBEDT will develop information and strategies to address appropriate Continuity of Government Planning Elements for ESF #12 as described herein.

3.2 Planning Element One: Emergency Plans and Procedures

- ◆ The ESF #12 COGO Plan must provide the following provisions:
 - ✓ Employee advisories, alerts, and activation procedures.
 - ✓ Procedures that ensure accountability throughout emergency operations.
 - ✓ Risk and Hazard Analysis to identify threats to facilities, personnel, and operations.
 - ✓ Adopted Emergency Plan in place.

3.3 Planning Element Two: Identification of Essential Functions

- ◆ The ESF #12 COGO Plan must identify and describe the Essential Functions for ESF #12; specifically, those functions that are required to maintain the operation of ESF #12. The Plan must address:
 - ✓ A list of Essential Functions and their priority.
 - ✓ Staffing and resource required to carry out each Function.
 - ✓ Data and data systems required for each Function.
 - ✓ Supplemental plan to recover the ability to perform Essential Functions within a 12-hour period.

3.4 Planning Element Three: Pre-Delegation of Authority

- ◆ **Lines of Succession / Interim Successor Matrix**

DBEDT has designated the following positions / personnel to perform interim duties in the event of a disaster or incident of national significance, when such an event results in vacancies of key executive and managerial positions.

These designees will be known as “Interim Successors.” Interim Successors (upon appointment) shall have full authority within the scope of their Department position, to exercise all powers and to commit resources during a disaster or emergency.

POSITION:	FIRST SUCCESSOR:	SECOND SUCCESSOR:
Energy Resources Coordinator (DBEDT Director)	SID Administrator/Chief Technology Officer	Shortage Management Center Director (EPPB Manager)
SID Administrator /Chief Technology Officer	Shortage Management Center Director	DBEDT Deputy Director
Shortage Management Center Director	DBEDT Deputy Director	Energy Planner 1

3.5 Planning Element Four: Alternate Operating Facilities

In the event that the primary location of the Shortage Management Center (ESF #12) can no longer support emergency operations, DBEDT shall relocate and re-establish the SMC as indicated below:

PRIMARY SMC (ESF #12)	ADDRESS:
State Office Tower 5 th Floor Conference Room	235 Beretania Street Honolulu, Hi. 96813

SMC ALTERNATE SITE:	ADDRESS:	2 ND ALTERNATE SITE:
No.1 Capital District Bldg. 4 th Floor Conference Room	250 Hotel Street Honolulu, Hi. 96813	State Civil Defense

- ◆ DBEDT's Strategic Industries Division (ESF #12) must also plan for the “protection of facilities and personnel.” Clearly defined emergency procedures addressing the health and welfare of personnel, facility safety, first aid, evacuation, rescue and other similar actions must be in place.

3.6 Planning Element Five: Safeguarding Vital Records and Databases

- ◆ An important element of Continuity Planning is the preservation of vital records and the protection or restoration of **Information Systems**. ESF #12 must plan for redundant I.T. systems to ensure vital records and data are preserved and that information management can be sustained to support ESF #12 operations.
- ◆ **Emergency Operating Records**: Those records and data essential to the conduct of ESF #12 and DBEDT emergency functions relative to the activation of the SMC.
- ◆ **Rights and Interests Records**: Such records include payroll, leave, insurance, and other operational records associated with the rights and interests of SMC employees as well as its public constituency.

3.7 Planning Element Six: Tests, Training, and Exercises

- ◆ An important element of Continuity Planning is the assurance of readiness and capability of agency personnel. COGO Plans must provide for:
 - ✓ Periodic individual and team training relative to emergency procedures.
 - ✓ Annual testing and exercises of COGO Plans.
 - ✓ Quarterly testing of emergency alert and notification procedures.
 - ✓ Refresher for tenured staff, and orientations for new employees.
 - ✓ Inter-agency exercises (DBEDT, SCD, Energy Council Agencies and Organizations).

4.0 EMERGENCY MANAGEMENT RESPONSIBILITIES

4.0 DBEDT - EMERGENCY MANAGEMENT RESPONSIBILITIES

4.1 DBEDT Preparedness Phase / Responsibilities:

Preparedness, as the initial phase of the Emergency Management Cycle, means, “All of the activity the agency or organization would take to prepare to respond and perform their mission pursuant to the energy emergency plan.”

The challenge for every Department within Hawaii State Government is to ensure that their personnel, facilities, and resources are prepared. Actions to ensure “readiness” for disasters or incidents of national significance include:

- ◆ Planning
- ◆ Training
- ◆ Exercises / Exercise Evaluation
- ◆ Information Management Systems in Place

Specific DBEDT Preparedness Responsibilities are illustrated below:

PREPAREDNESS ACTIVITY	DBEDT RESPONSIBILITIES
PLANNING:	<ul style="list-style-type: none"> ◆ Maintain the State of Hawaii Energy Emergency Preparedness Plan. ◆ Coordinate with the Counties of Honolulu, Maui, Kauai, and Hawaii with the maintenance of State/County Energy Emergency Plans, to ensure integration and consistency. ◆ Facilitate “partnership” planning with private utilities and energy providers. ◆ Facilitate ESF #12 Planning relationships with Hawaii State Civil Defense and other Departments, as appropriate, to include the Energy Council and GEEPAC. ◆ Maintain an updated Continuity of Government Operations (COGO) Plan that addresses the Planning Elements in Part #3.

<p>TRAINING:</p>	<ul style="list-style-type: none"> ◆ Ensure that DBEDT personnel are adequately trained to perform their duties pursuant to the State of Hawaii Energy Emergency Preparedness Plan. ◆ Facilitate training opportunities for all public and private stakeholders involved in ESF #12.
<p>EXERCISES AND EXERCISE EVALUATION:</p>	<ul style="list-style-type: none"> ◆ Subsequent to an organized training plan, design and conduct focused exercises for DBEDT personnel to ensure that skills and abilities are sufficient to operate the Energy Emergency Preparedness Plan. ◆ When “in-house” exercises have been successfully completed, facilitate joint-exercise opportunities for all public and private stakeholders involved in ESF #12. ◆ Conduct periodic Shortage Management Center exercises in conjunction with the Counties, and ensure that the facility is adequately equipped. Ensure that DBEDT personnel understand their respective roles and responsibilities in the SMC. ◆ Conduct periodic COGO exercises to include evacuation drills, where appropriate. ◆ Ensure that a formal exercise evaluation is conducted after each exercise and all After-Action Reports are submitted.
<p>INFORMATION MANAGEMENT SYSTEMS:</p>	<ul style="list-style-type: none"> ◆ DBEDT should as a “preparedness” measure, ensure that capable and effective information systems are in place.

4.2 DBEDT Response Phase / Responsibilities:

“Response” as a phase of emergency management, means *“all of the activity the agency or organization engages in to accomplish their mission upon activation of their emergency plan or declaration of emergency.”*

Departments within Hawaii State Government that have been designated within the State Emergency Plan, as either a coordinating/primary or support agency for the implementation of specific Emergency Support Functions, must implement their response policies and procedures during this Phase.

During the Response Phase, DBEDT as the Primary agency for ESF #12, must activate the State of Hawaii Energy Emergency Preparedness Plan as follows:

RESPONSE ACTIVITY:	DBEDT RESPONSIBILITIES:
EMERGENCY PLAN ACTIVATION:	<ul style="list-style-type: none"> ◆ Activate the State of Hawaii Energy Emergency Preparedness Plan at the level necessary to address responsibilities commensurate with the determined Shortage Phase. (Verification, Pre-Shortage, Declared Energy Shortage)
SHORTAGE MANAGEMENT CENTER ACTIVATION (SMC):	<ul style="list-style-type: none"> ◆ Activate the appropriate SMC Functions as necessary to implement and provide for adequate sustained operation of ESF #12. ◆ The SMC Functions (Management, Operations, Planning, Logistics, and Finance Administration) are defined in Part 5.0.
DEMOBILIZATION:	<ul style="list-style-type: none"> ◆ Monitor the Shortage Management Center Action Planning Objectives (Refer to Part 7.0) and determine when the event has evolved to Phase Four: Post Shortage / Evaluation. ◆ Demobilize personnel, facilities, and resources as appropriate. Ensure that the foundation for the After-Action Report is in place (Refer to Part 9.0).

4.3 DBEDT Recovery Phase / Responsibilities:

“Recovery” as a phase of emergency management, means “the implementation and coordination of both service and site-restoration plans, as well as actions necessary to resume normal department / agency operations.”

Hawaii State Civil Defense plays a key role in the overall Recovery Phase of State Departments. Individual Departments contribute by providing specific fiscal and operational information to support the State’s Public Assistance Program, pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act (<http://www.fema.gov/about/stafact.shtm>).

During the Recovery Phase, DBEDT may assist public-private utilities and energy providers with the restoration of critical energy facilities.

RECOVERY ACTIVITY:	DBEDT RESPONSIBILITIES:
DBEDT FISCAL RECOVERY DATA (SPECIFIC TO ESF #12):	<ul style="list-style-type: none"> ◆ Ensure that the Finance Administration / Fiscal Recovery Coordinator has tracked and organized all eligible reimbursement expenditures incurred from the outset of the Response Phase. Coordinate with State Civil Defense Recovery Coordinator.
DEBDT FACILITY RESTORATION (SPECIFIC TO ESF #12):	<ul style="list-style-type: none"> ◆ As appropriate, work in conjunction with Hawaii State Civil Defense, Hawaii Department of Accounting and General Services and other appropriate Departments to ensure DEBDT facilities are repaired / restored.
AFTER-ACTION REPORTING (ALL ESF #12 ACTIVITY):	<ul style="list-style-type: none"> ◆ Conduct debriefing sessions with all Shortage Management Center Managers and Supervisors, as well as county liaisons as appropriate. Also evaluate all activated elements of the Continuity Plan as appropriate. Follow the After-Action Guidelines in Part 9.0.

4.4 DBEDT Mitigation Phase / Responsibilities:

“Mitigation” as a phase of emergency management, means *“all of the activity the agency or organization would take to reduce or eliminate risks and / or negative effects of the disaster or emergency when it again occurs.”* Effective “mitigation” may alter or influence future “preparedness” activities.

DBEDT Mitigation responsibilities should include the following actions:

MITIGATION ACTIVITY:	DBEDT RESPONSIBILITIES:
ANALYSIS OF AFTER-ACTION REPORTS:	<ul style="list-style-type: none"> ◆ Facilitate After-Action work sessions to review and analyze outcomes of preparedness and response activity as relates to policies and procedures of State, County, and private energy providers.
MITIGATION PLANS	<ul style="list-style-type: none"> ◆ Each energy provider and government level should prepare an After Action Plan. DBEDT should distill the outcomes of each plan into a State ESF#12 Mitigation Plan. The Plan may include a detailed description of lessons-learned, best practices determinations, and remedial actions, to include time-lines and funding strategies.
ENERGY INFRASTRUCTURE MITIGATION:	<ul style="list-style-type: none"> ◆ DBEDT should convene an Ad-Hoc Mitigation Sub-committee of the Energy Council and GEEPAC to facilitate private energy providers with the development of appropriate Mitigation Plans. These measures may include system or design improvements to both fixed site facilities and delivery systems, or relocating these facilities to less vulnerable locations.
CRITICAL INFRASTRUCTURE PROTECTION PLANS	<ul style="list-style-type: none"> ◆ DBEDT should support State Civil Defense to ensure that elements of Critical Infrastructure Protection Plans that pertain to energy facilities are expanded to include newly developed mitigation measures as appropriate.

5.0 EMERGENCY OPERATIONS

5.0 EMERGENCY OPERATIONS

5.1 Phased Responses to an Energy Shortage:

5.1.1 Phase One: Verification*

The initial phase of a shortage event or response is activated when DBEDT receives information that any of the following events have occurred:

SHORTAGE PHASE	ACTIVATION CRITERIA
VERIFICATION:	<ul style="list-style-type: none"> ◆ Global or regional supplies are disrupted to the extent that they will negatively impact petroleum shipments to Hawaii. ◆ Local events, such as a natural disaster or refinery or storage facility failure may threaten to impair supply availability.

DBEDT Actions During the Verification Phase:

- ◆ Utilize the Energy Council network to “verify” to the extent possible, the nature of information received.
- ◆ Contact U.S. DOE to obtain and verify global supply impact information.
- ◆ During the Verification Phase, every effort should be made to determine the *nature of the event, potential impacts on Hawaii’s energy supply, and the likely duration of the shortage.*

*Note: DBEDT is in the Verification Phase during normal operations, per Chapter 15-10, Hawaii Administrative Rules (<http://hawaii.gov/dbedt/main/about/admin-rules/15-10.pdf>).

5.1.2 Phase Two: Pre-Shortage

The Pre-Shortage Phase is activated when actions taken during the Verification Phase result in a determination that an impending shortage may be imminent and further preparations are warranted¹. The following additional events may occur during the Pre-Shortage Phase:

¹ Chapter 125C-3, Hawaii Revised Statutes (http://www.capitol.hawaii.gov/hrscurrent/Vol03_Ch0121-0200D/HRS0125C/HRS_0125C-0003.htm).

SHORTAGE PHASE	ACTIVATION CRITERIA
PRE-SHORTAGE:	<ul style="list-style-type: none"> ◆ Unpredictable supplies ◆ Market instability ◆ Rising prices for petroleum fuel

DBEDT Actions During the Pre-Shortage Phase:

- ◆ Review the Energy Emergency Preparedness Plan.
- ◆ Prepare for the potential implementation of the Emergency Fuel Allocation Program.
- ◆ Facilitate meetings with the Energy Council / GEEPAC.
- ◆ Provide updates and recommendations to the Governor.
- ◆ Prepare for potential implementation of demand Mitigation and Conservation programs and measures.

5.1.3 Phase Three: Declared Shortage

This Shortage Phase is characterized by the Declaration of an Energy Emergency or Energy Shortage by the Governor, pursuant to Chapter 125C of the Hawaii Revised Statutes. The following events are likely to occur during this Phase relative to the degree or severity of the shortage (*Mild, Moderate to Severe, Severe*)/ *The ERC will implement responses appropriate to each locale and shortage situation:*

SHORTAGE PHASE	ACTIVATION CRITERIA
<u>DECLARED SHORTAGE:</u>	<ul style="list-style-type: none"> ◆ Increase in demand and corresponding imbalance with supply. ◆ Major adverse impacts on Hawaii's economy, public safety, and public health & welfare. ◆ Supplies not manageable by prevailing market distribution system.
<i>MILD SHORTAGE:</i>	<ul style="list-style-type: none"> ◆ Government and energy suppliers verify the shortage situation. ◆ Public concerns over supply disruption. ◆ Isolated retail supply problems developing.

<i>MODERATE TO SEVERE SHORTAGE:</i>	<ul style="list-style-type: none"> ◆ Requests for Set-Aside Fuel². ◆ Formation of short / intermittent vehicles lines at retail outlets. ◆ Escalation of public concern. ◆ Altered fuel-use patterns such as hoarding, topping of fuel tanks, and use of different retail suppliers resulting in geographical supply issues.
<i>SEVERE SHORTAGE:</i>	<ul style="list-style-type: none"> ◆ Longer vehicle lines. ◆ Longer term disruption of supplies. ◆ Insufficient supplies to support utility operations. ◆ Businesses, critical facilities and public safety operations partially or totally impaired.

DBEDT Actions During the Declared Shortage Phase:

- ◆ Activation of the Shortage Management Center.
- ◆ Coordination with State Civil Defense.
- ◆ Implement emergency fuel allocation and Set-Aside Program.
- ◆ Assure adequate Set-Aside fuel for public safety.
- ◆ Assure adequate Set-Aside fuel for the performance of prioritized Emergency Support Functions as determined by State Civil Defense, to include restoration of critical facilities.
- ◆ Assure Set-Aside fuel for critical industry categories to assist in maintaining Hawaii's economic base.
- ◆ Intensify public information and outreach programs reinforcing the need for conservation and curtailment of all non-essential activities requiring petroleum fuel or other forms of energy.
- ◆ Conduct meetings with appropriate Energy Council/GEPPAC members as required.
- ◆ Prepare scheduled briefings and ESF #12 Status Reports for the Governor, Legislature, and State Civil Defense.

5.1.4 Phase Four: Post-Shortage and After-Action

The final phase of a shortage response occurs when petroleum supplies are normalized and available. Energy emergency response measures are suspended. The following events characterize this Phase:

² Chapter 125C-22, Hawaii Revised Statutes (http://www.capitol.hawaii.gov/hrscurrent/Vol03_Ch0121-0200D/HRS0125C/HRS_0125C-0022.htm).

SHORTAGE PHASE	DE-ACTIVATION CRITERIA
POST-SHORTAGE AND AFTER- ACTION:	<ul style="list-style-type: none"> ◆ Global or regional supplies are restored. ◆ Local refineries are back in operation and delivery systems are functioning. ◆ Utilities and critical facilities are operational. ◆ Retail distributors are replenished and vehicle lines diminish.

DBEDT Actions During the Post-Shortage and After-Action Phase:

- ◆ Continue to analyze relevant shortage information sources to ensure that the restoration of petroleum fuel supplies will be sustained.
- ◆ Convene a meeting of all Shortage Management Center staff and conduct a de-briefing and after-action evaluation.
- ◆ Convene and conduct a separate after-action evaluation meeting with the Energy Council/GEEPAC.
- ◆ Develop an ESF #12 Corrective Action Plan (CAP) based on a “lessons-learned” analysis of all after-action feedback.
- ◆ Once approved, distribute the CAP to State Civil Defense.
- ◆ The CAP may be used as a basis for budget change proposals to justify requests for personnel, training, facilities, and other needs relative to future energy emergencies.

5.2 Shortage Management Center: Purpose and Scope

- ◆ The *purpose* of the Shortage Management Center (SMC) is to ensure centralized coordination of all ESF #12 activity pursuant to a “Declared Shortage.”
- ◆ The *scope* of activity includes ESF #12 Operations as defined in this Plan, information gathering and analysis, providing for logistical support for DBEDT personnel and facilities as relates to ESF #12 response operations, and ensuring accurate fiscal tracking of DBEDT expenditures pursuant to the activation of the SMC. Further, the Plan addresses key relationships with energy utilities, refiners, and other stakeholders at all levels of government.
- ◆ The Shortage Management Center functions as the DBEDT Department Operations Center (DOC) for ESF #12 and integrates with the State of Hawaii Emergency Operations Center, when activated.

5.3 Shortage Management Center Functions / Compliance With NIMS

In order to ensure compliance with the National Incident Management System (NIMS), the SMC performs five (5) defined functions that replicate those found

within the National Response Framework. Specific compliance with the NIMS “Command / Management” requirement is achieved through the implementation of the functions described below:

5.3.1 Management:

- ◆ Overall responsibility for the SMC (Shortage Manager).
- ◆ Provides direct oversight for all SMC Functions and ESF #12.
- ◆ Provides executive briefings to the Director of DBEDT, State Civil Defense, and the Governor’s Office.
- ◆ Includes all energy related public information activities and media relations.
- ◆ Responsible for providing a safe working environment for all ESF #12 personnel activated for the event.
- ◆ Responsible for establishing and maintaining effective liaison relationships with the Energy Council/GEEPAC and all other visiting organizations.

5.3.2 Operations:

- ◆ Centralized coordination of the Emergency Fuel Allocation Program.
- ◆ Communication and coordination with gas utilities.
- ◆ Communication and coordination with fuel refiners, distributors, storers, transporters, and marketers.
- ◆ Communication and coordination with electric utilities.
- ◆ Coordination and implementation of conservation programs.
- ◆ Other operational activity as required by the event.

5.3.3 Planning:

- ◆ Energy supply status and monitoring.
- ◆ Data management, analysis, and forecasting for all energy categories.
- ◆ Development and distribution of ESF #12 reports and memoranda.
- ◆ Development and distribution of daily/weekly Action Plans.

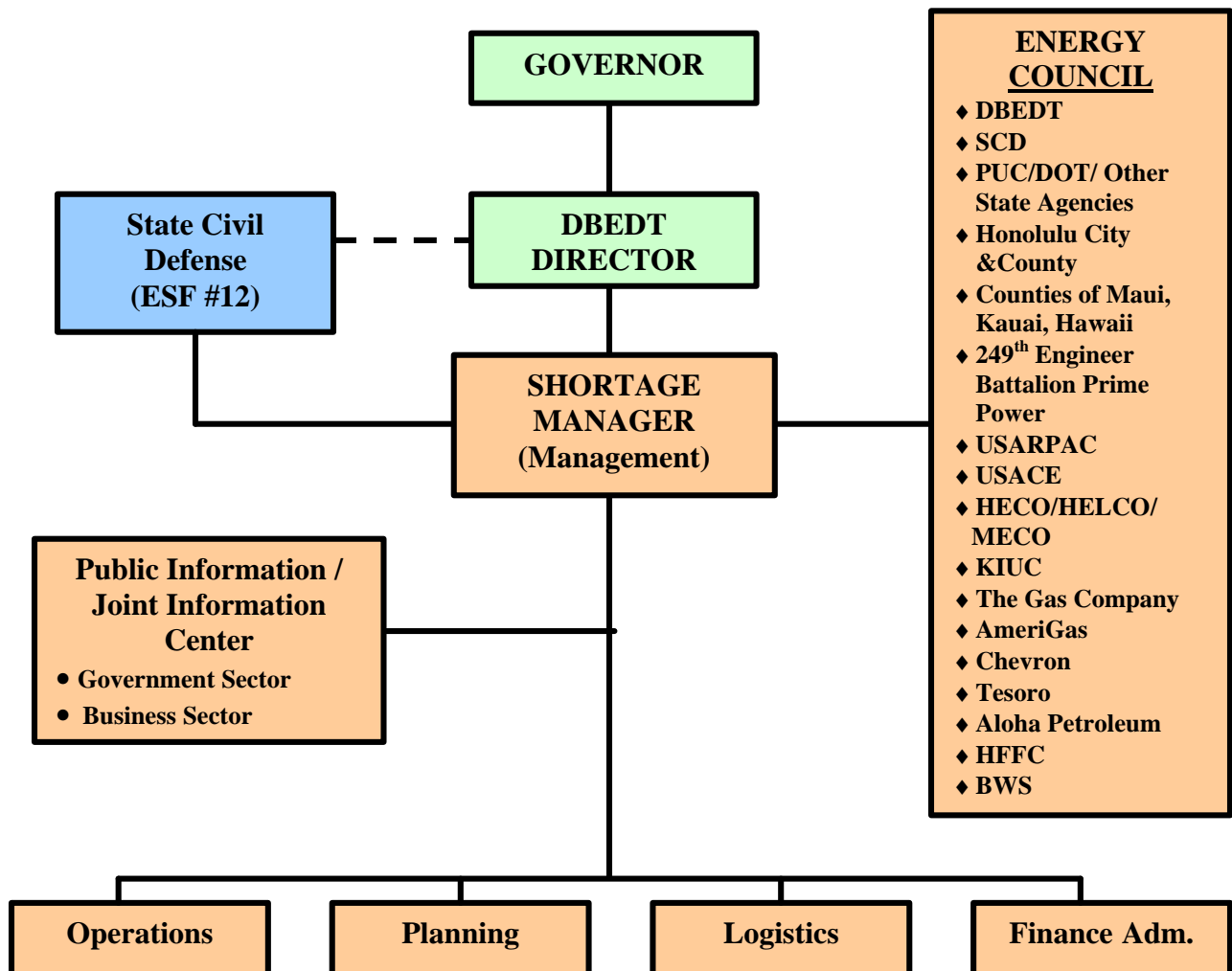
5.3.4 Logistics:

- ◆ Provides material support and services for all SMC functions.
- ◆ Arranges inter-intra island transportation for DBEDT energy personnel.
- ◆ Ensures operation and maintenance of all computers and telecommunications equipment.
- ◆ Schedules & notifies DBEDT personnel as required for the activation.
- ◆ Purchases or otherwise acquires supplies and equipment as need for the activation.

5.3.5 Finance Administration:

- ◆ Maintains accurate record of all contract vendors, purchases, employee timesheets and other fiscal records associated with the activation.
- ◆ Maintains DBEDT Compensation and Claims in accordance with standard Worker Compensation guidelines.
- ◆ Centrally coordinates all fiscal recovery activities associated with the activation, to include all records of eligible Public Assistance reimbursement categories, as well as fiscal matters related to facility restoration.

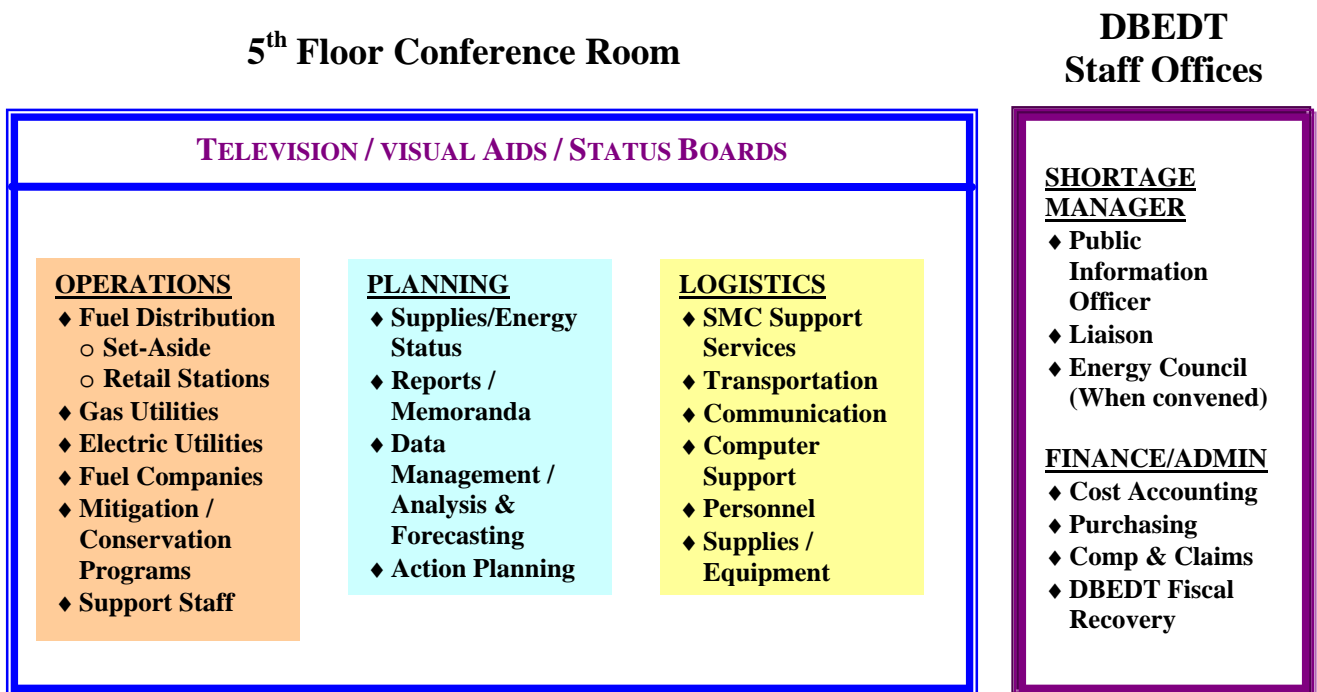
5.4 Shortage Management Center Organization Chart



5.5 Functions Within the Shortage Management Center

- ◆ As indicated in Part Three of this document (3.4), the Shortage Management Center is located within the DBEDT-SID Office complex located at 235 South Beretania Street, (5th Floor Conference Room).
- ◆ It should be noted that the primary ESF #12 operational activity is centralized within the Shortage Management Center conference room location. However it is likely that support activity will occur in adjacent DBEDT staff offices as needed.
- ◆ The diagram on the following page, illustrates the recommended positioning of the Shortage Management Center ESF #12 functions.

5.6 Shortage Management Center: Functions and Resources Diagram



5.7 Shortage Management Center: Equipment / Supplies / References

5.7.1 Management:

- ◆ Executive Contact Lists for DBEDT, SCD, and other State Departments
- ◆ Executive Contact Lists for all Energy Council Organizations
- ◆ Established Public Information Protocols and Procedures

5.7.2 Operations:

- ◆ Set-Aside Program
- ◆ Refinery Contact Lists and References
- ◆ Retail Station Locations and Contacts
- ◆ Gas Utilities Contact Lists

- ◆ Electric Utilities Contact Lists
- ◆ Mitigation / Conservation Program Materials
- ◆ Communications Capability (Computers / Landlines/ Cell Phones)
- ◆ Support Staff as Required

5.7.3 Planning:

- ◆ Petroleum Fuel Supply Status
- ◆ Refinery Locations / Site Maps & Facility Diagrams
- ◆ Utilities Infrastructure Site Maps & Facility Diagrams
- ◆ Island Counties Energy Facility Maps
- ◆ Comprehensive Statewide Energy & Fuel Database
- ◆ Supply / Shipping Data Templates
- ◆ All Report / Memoranda Formats (Computerized)
- ◆ Daily / Weekly Action Plan Template (Computerized)
- ◆ Communications Capability (Computers / Landlines/ Cell Phones)
- ◆ Support Staff as Required

5.7.4 Logistics:

- ◆ State Approved Vendor Lists / Emergency Purchase Orders
- ◆ Transportation Contact Lists (Inter-island flights/ferries)
- ◆ DBEDT Personnel Mobilization Rosters
- ◆ Information Technology Support as needed
- ◆ Supplies and Equipment Resource Lists
- ◆ Communications Capability (Computers / Landlines/ Cell Phones)
- ◆ Support Staff as Required

5.7.5 Finance Administration:

- ◆ Emergency Contract Templates
- ◆ Emergency Purchase Order Templates
- ◆ Payroll Records
- ◆ Computerized Event Specific Accounting Template
- ◆ Workers Compensation and Legal Claims Forms
- ◆ Support Staff as Required

5.8 Reports/ Types and Purpose (Reference Attached Reports Section)

5.8.1 Internal Status Report

The Internal Status Report is a routine, daily or periodic summary of DBEDT activity pursuant to the energy emergency. The Status report should contain the following information:

- ◆ Date / Time Period Covered by the Report
- ◆ Activation status of DBEDT Personnel
- ◆ Summary of hours worked by DBEDT Personnel

- ◆ Summary of costs incurred as of the date of the report (personnel time and any procurement expenses)
- ◆ Key issues or objectives being addressed by the Shortage Management Center or other DBEDT personnel pursuant to the energy emergency and coordination of ESF#12

5.8.2 Situation Report

The Situation Report is an in depth, categorical analysis of the energy shortage along with forecasts for plausible future impacts based on the current situation. The Situation Report may also analyze potential alternative energy scenarios to ensure contingencies are addressed to the extent feasible. The Situation Report should include the following:

- ◆ Date / Time Period Covered by the Report
- ◆ Current status of petroleum fuels and potential future impacts
- ◆ Current status of gas (propane) and potential future impacts
- ◆ Current status of electricity and potential future impacts
- ◆ Economic impacts of the shortage (Set-Aside Categories)
- ◆ Other appropriate information fields are detailed in the Reports Section.

5.8.3 Governor's Memorandum

The Governor's Memorandum is intended to document information relative to supply shortages and industry status and analyses, some of which may be sensitive or proprietary.

5.8.4 Media / Press Release

Media releases are used periodically for conveying information to the public regarding the energy shortage. Media releases may be used for the following purposes:

- ◆ Announcing voluntary or mandatory conservation programs
- ◆ Procedures for economic assistance programs
- ◆ General information regarding the energy emergency as appropriate.

5.8.5 After-Action Report

This report is mandatory for all Hawaii State Agencies activated for an emergency and is a requirement of the National Incident Management System (NIMS). Key information areas are as follows:

- ◆ Type / Level of Activation
- ◆ Overall summary of the performance of ESF #12 Functions
- ◆ List of deficiencies relative to each function
- ◆ Determination if deficiencies were related to insufficient planning, guidance, or training
- ◆ Remedial Action Plan to ensure that deficiencies are corrected.

5.9 Reporting Procedures

Report Type:	Who Responsible:	Routing / Distribution:
INTERNAL STATUS	<i>Shortage Manager / Prepared by SMC Planning</i>	<i>All SMC personnel, DBEDT Director, (E-Mail Format is Acceptable)</i>
SITUATION REPORT	<i>Shortage Manager / Prepared by SMC Planning</i>	<i>All SMC personnel, DBEDT Director. Also County Energy Coordinators, SCD, U.S. DOE and PADD V States, as appropriate. (E-Mail Format is Acceptable)</i>
GOVERNOR'S MEMORANDUM	<i>DBEDT Director / Prepared by Appropriate SMC Staff</i>	<i>This memorandum must be "hand-delivered" to the Governor's Office.</i>
MEDIA / PRESS RELEASE	<i>Public Information / Public Affairs – Approved by the SMC Manager and / or DBEDT Director</i>	<i>These releases may be distributed through normal media sources utilizing standard protocols, as appropriate. Should be coordinated with SCD and Industry PIOs.</i>
AFTER-ACTION REPORT	<i>DBEDT Staff / Approved by the DBEDT Director</i>	<i>DBEDT internal distribution, Governor's Office, and SCD. (See Section 9.0)</i>

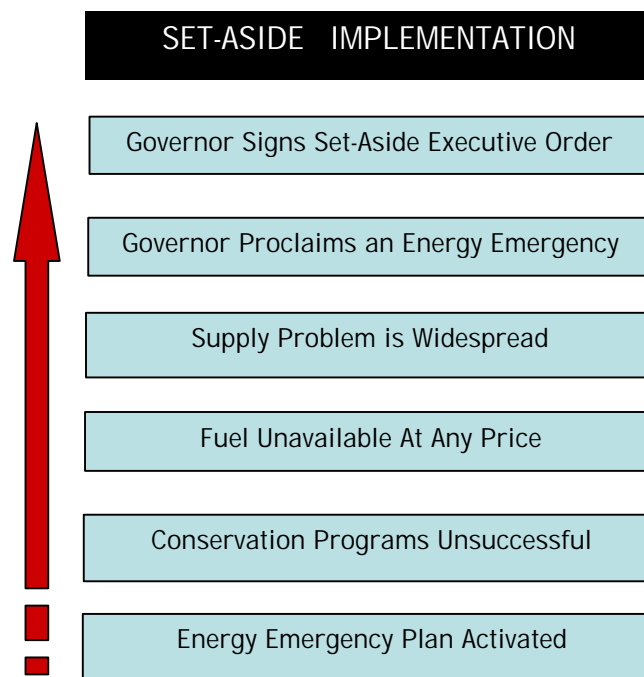
5.10 Emergency Fuel Allocation Program

There are three components to the Emergency Fuel Allocation Program. They are described below:

PROGRAM TYPE:	PROGRAM DESCRIPTION:
Informal Allocation Process	<ul style="list-style-type: none"> ◆ Used primarily for localized disaster support, at the request of SCD, or short duration market related shortages. ◆ Voluntary cooperation of fuel companies to meet short-term fuel needs of emergency response agencies.

	<ul style="list-style-type: none"> ◆ Shortages are usually short-lived. ◆ Informal phone / e-mail request from designated DBEDT ESF# Staff, to fuel companies sets the allocation and delivery process in motion.
<i>Fuels Set-Aside Program (FSAP)</i>	<ul style="list-style-type: none"> ◆ Used for prolonged energy supply disruptions. ◆ Market forces are insufficient to offset a widespread petroleum shortage. ◆ Fuel is unavailable at ANY price. ◆ The FSAP is implemented when the Governor issues a disaster declaration or fuel shortage (125C HRS) and promulgates the Set-Aside Executive Order. ◆ <i>REFER TO 10.1 FOR SET- ASIDE REFERENCES.</i>
<i>Retail Service Station Sales Control Measures</i>	<ul style="list-style-type: none"> ◆ Implemented during the Declared Shortage Phase. ◆ Consists of the progressive implementation of the following procedures: <ul style="list-style-type: none"> ✓ Uniform Flag System ✓ Posted Hours of Operation ✓ Odd-Even Fuel Purchase ✓ Minimum /Maximum Fuel Purchases ◆ <i>REFER TO 10.2 FOR CONTROL MEASURE PROCEDURES.</i>

Set-Aside Model



5.11 Mitigation and Conservation Programs:

There are two primary demand reduction strategies that may be implemented during an energy shortage emergency. They are as follows:

- ◆ Public Appeals for Voluntary Energy Conservation, and
- ◆ Mandatory Conservation Programs (Utilized during the Declared Energy Shortage Phase)

Procedures for implementing conservation and mitigation measures are described below:

1. DBEDT Strategic Industries Division Staff, in conjunction with the Energy Planning and Policy Branch Manager, evaluates the severity and anticipated duration of the event.
2. The Energy Planning and Policy Branch Manager recommends an appropriate comprehensive mitigation and conservation strategy to the DBEDT Chief Technology Officer.
3. The Chief Technology Officer, in conjunction with the DBEDT Director, will endorse and support the implementation of voluntary measures.
4. In the event that voluntary measures are unsuccessful, DBEDT will coordinate the implementation of uniform statewide mandatory measures in conjunction with the Governor's Office and other agencies and organizations.

(Refer to 10.3 for the Menu of Conservation Strategies)

6.0 INTER-AGENCY COORDINATION

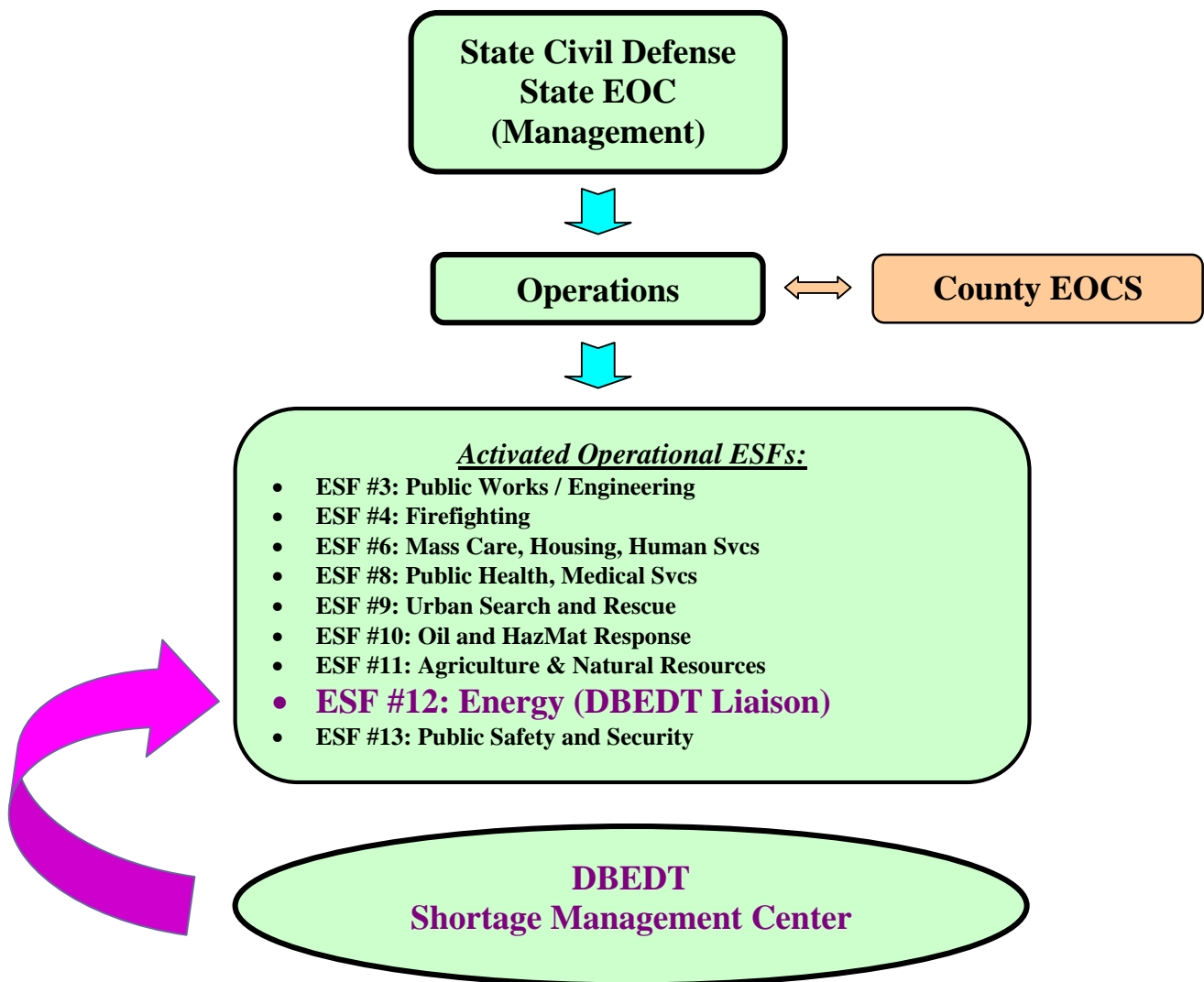
6.0 INTER-AGENCY COORDINATION

6.1 Coordination with State Civil Defense and Counties

6.1.1 Energy Shortage - Disaster or Terrorism Event

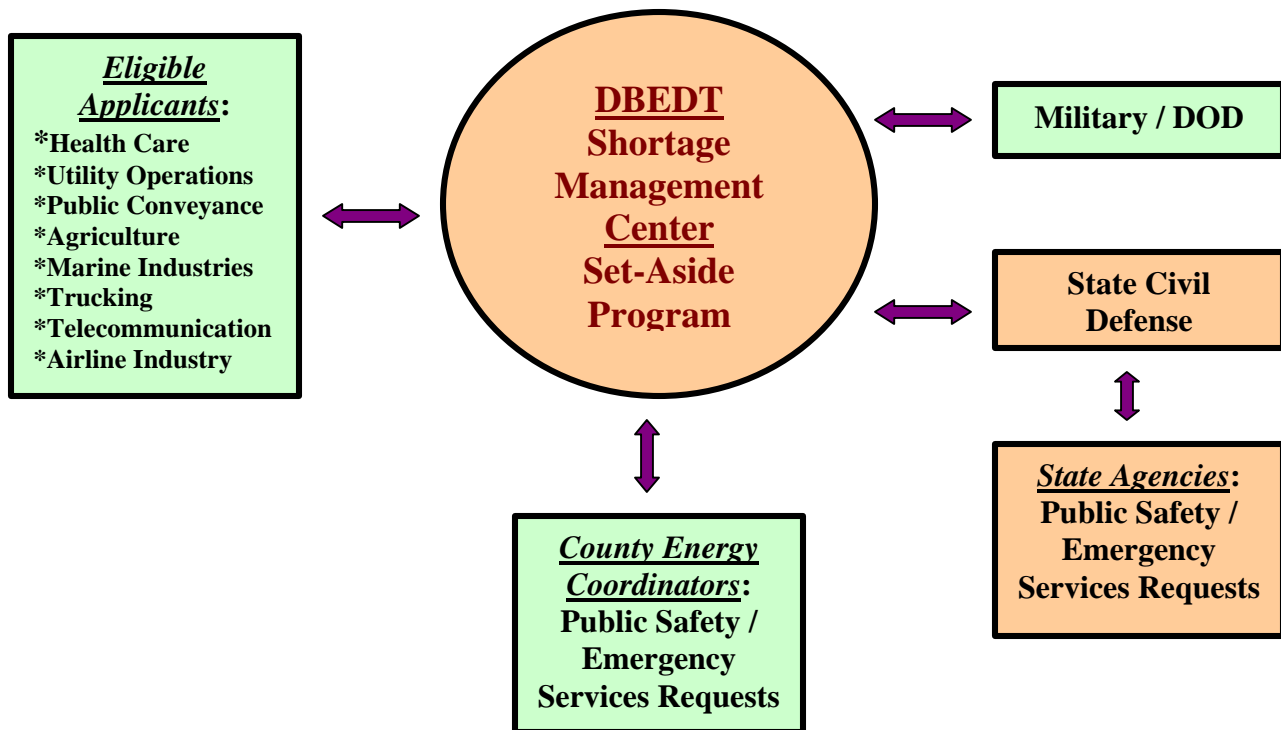
- ◆ SCD is the **lead agency** responsible for overall coordination of all activated Emergency Support Functions; to include ESF #12.
- ◆ DBEDT Department representative will respond to the State Emergency Operations Center (Diamond Head), and coordinate energy support needs between the State EOC and the Shortage Management Center. (See Figure below)

State Civil Defense - DBEDT Relationship (Disaster or Terrorism)



6.1.2 Energy Shortage – Global /Regional Supply Disruption

- ◆ DBEDT is the *lead agency* in a “non-disaster” related shortage.
- ◆ DBEDT will coordinate and implement the Fuels Set-Aside Program pursuant to a Governor’s Declaration of an Energy Emergency and allocate fuel consistent with established priorities.
- ◆ State Civil Defense may function as a “clearing-house” for all State Government requests associated with public safety and emergency services.
- ◆ DBEDT will coordinate all Set-Aside requests from other eligible applicant categories. (See Figure Below)



6.2 Coordination with U.S. Department of Energy and PADD V States

6.2.1 U.S. Department of Energy

- ◆ The National Response Framework assigns the authority for the coordination of ESF #12, Energy, at the Federal level, to the Department of Energy (DOE).
- ◆ *Should a shortage occur as a result of a disaster or terrorism event*, the Governor of the State of Hawaii would proclaim a “State of Emergency” and would simultaneously request a Presidential Emergency Declaration for Hawaii.
- ◆ The Presidential Declaration would trigger activation of the National Response Framework and would result in Federal Emergency Response Teams to be assigned to the State of Hawaii.
- ◆ This would compel both DOE (Federal ESF #12) and DBEDT (State ESF #12) to coordinate the overall response to the Energy Emergency.
- ◆ *Should a shortage occur as a result of global or regional supply disruption* U.S. DOE may not formally implement ESF #12 pursuant to the National Response Framework. However, DOE may facilitate other shortage mitigation measures, such as requests for drawdown of the Strategic Petroleum Reserves (SPR). It is essential for DBEDT to communicate with U.S. DOE as required during these events.

6.2.2 Petroleum Administrative Defense District V

- ◆ The United States is divided into Petroleum Administration Defense Districts, or PADDs.
- ◆ The states within PADD V are Hawaii, Alaska, Arizona, California, Oregon and Washington.
- ◆ PADD V states are closely linked by their oil supply network.
- ◆ PADD V is essentially a self-contained oil supply system.
- ◆ It is essential that Hawaii DBEDT maintain coordination and communication with other PADD V states during a supply disruption. Joint exercises with PADD V states would be beneficial in ensuring familiarization with policies and procedures.

7.0 ACTION PLANNING PROCESS

7.0 ACTION PLANNING PROCESS

7.1 Action Planning Description and Requirements

- ◆ Action Planning is a requirement of the National Incident Management System “Command / Management” component. As such, Action Planning should be conducted within all State of Hawaii Department Operations Centers as well as the State Emergency Operations Center.
- ◆ Action Planning is a coordination activity that provides direction, enhances communication and coordination, reduces redundant activity, and establishes responsibility and accountability for the response organization.
- ◆ Within the Shortage Management Center, the Action Planning Process establishes the “overall operational goals” for the SMC. The Process also determines timeframes (hours, days, or weeks) when these goals will likely be achieved.
- ◆ Most importantly, the Action Planning Process identifies functional objectives for Management, Operations, Planning, Logistics, and Finance Administration within the SMC, to ensure that the overall operational goals are achieved.
- ◆ Ensuring that Action Planning occurs is the responsibility of the Shortage Manager.
- ◆ The conduct of the Action Planning meeting and the subsequent development of the Plan is the responsibility of the DBEDT Planning function within the SMC.

7.2 Action Planning Template

- ◆ The Action Plan Template is included in Section 10.4.
- ◆ Periodic tabletop exercises should be held to ensure proficiency in conducting Action Planning Meetings.

8.0 SHORTAGE MANAGEMENT CENTER:

POSITION CHECKLISTS AND OPERATING GUIDELINES

- ◆ Governor
- ◆ Energy Resources Coordinator (DBEDT Director)
- ◆ Energy Council
- ◆ Shortage Manager
- ◆ Public Information Officer
- ◆ Operations Section Chief
- ◆ Fuel Distribution/Set-Aside Coordinator
- ◆ Gas Utilities Coordinator
- ◆ Electric Utilities Coordinator
- ◆ Mitigation/Conservation Program Coordinator
- ◆ Planning Section Chief
- ◆ Logistics Section Chief
- ◆ Finance Administration Section Chief

OPERATING GUIDELINES

GOVERNOR

GENERAL POSITION DESCRIPTION

The Governor provides direction to the citizens of Hawaii and for all state government agencies during an energy shortage. The Governor may recommend voluntary energy conservation measures and may also declare an Energy Shortage and sign executive orders that implement mandatory conservation programs as deemed necessary, and as recommended by the Energy Resources Coordinator (DBEDT Director).

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Receive periodic briefings and reports from DBEDT relative to Hawaii's energy price, supply and distribution status. <input type="checkbox"/> Confer with the Energy Resources Coordinator (DBEDT Director) regarding current and potential future energy supply situation. <input type="checkbox"/> Alert the Communications Office as to the likely nature of press releases and appropriate responses to media inquiries.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Issue a joint public appeal in conjunction with energy providers and counties, for voluntary energy demand reduction. <input type="checkbox"/> Meet and confer with the GEEPAC. Determine periodic meeting schedule should the shortage intensify. <input type="checkbox"/> Direct all state government agencies to reduce energy consumption. <input type="checkbox"/> IF the energy shortage intensifies, prepare to issue a Declaration of Energy Shortage.
DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Review emergency response recommendations from the ERC and State Civil Defense. <input type="checkbox"/> Issue public appeals for increased energy conservation efforts. <input type="checkbox"/> Sign appropriate executive orders to implement mandatory conservation programs. <input type="checkbox"/> Direct state agencies to implement stringent energy conservation programs. <input type="checkbox"/> Prepare to, or issue a request for a presidential declaration of emergency for the State of Hawaii. <input type="checkbox"/> Request federal assistance and aid as necessary based on advisories from the ERC and other agencies. <input type="checkbox"/> Confer with County Mayors as appropriate.

OPERATING GUIDELINES
MANAGEMENT FUNCTION
ENERGY RESOURCES COORDINATOR (DBEDT DIRECTOR)

GENERAL POSITION DESCRIPTION

The Energy Resources Coordinator (DBEDT Director) oversees the progressive implementation of the Energy Emergency Preparedness Plan. Based on information and analyses provided by the DBEDT Staff, the ERC recommends the enactment of appropriate energy demand reduction and shortage mitigation measures to the Governor.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Receive updates from the Chief Technology Officer (CTO) and Energy Planning and Policy Manager (EPPM) and request the continued monitoring and verification of information relative to the potential shortage. <input type="checkbox"/> Establish a regular briefing schedule with the Chief of Staff and Contingency Planning Manager. <input type="checkbox"/> Review media releases in conjunction with the CTO and EPPM. <input type="checkbox"/> Ensure that the CTO and EPPM prepare appropriate reports and memoranda for the Governor's Office. <input type="checkbox"/> In the event that verified information indicates a more severe shortage potential advise the CTO and EPPM to prepare for the Pre-Shortage Phase.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Establish an intensified briefing schedule with the CTO and EPPM as well as other appropriate staff, to ensure timely updates. <input type="checkbox"/> Ensure that all press / media releases are coordinated with the Governor's Communications Office and the State Civil Defense (SCD) Public Information Officer. <input type="checkbox"/> Review media briefing packets and be prepared to conduct joint press conferences as appropriate. <input type="checkbox"/> Ensure a continuum of inter-agency / inter-organizational coordination and communication. <input type="checkbox"/> Alert U.S. Department of Energy (DOE) of the potential activation of ESF #12 at the State level. <input type="checkbox"/> If the energy shortage becomes more severe, be prepared to recommend, in conjunction with the SCD Director, that the Governor declare an energy emergency (shortage).

<p>DECLARED ENERGY SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that the Shortage Management Center (SMC) is activated at the level appropriate to respond to the emergency. <input type="checkbox"/> Continue to monitor the status of the emergency and confer frequently with the CTO and EPPM. <input type="checkbox"/> Ensure that the Governor and her staff receive regular reports and recommendations. <input type="checkbox"/> If the shortage intensifies, recommend that the Governor request a presidential declaration of emergency for the State of Hawaii. <input type="checkbox"/> As an interim mitigation measure during a Presidential Declaration, consider exercising Hawaii's assured access to the Strategic Petroleum Reserve (SPR) when there is a drawdown. <input type="checkbox"/> If the National Response Framework is activated (ESF #12 – Energy), ensure that coordination occurs with U.S. Department of Energy (DOE).
<p>POST-SHORTAGE / EVALUATION:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> As the shortage diminishes and supplies are restored, ensure that the CTO and EPPM convene appropriate After-Action Planning Sessions to evaluate the overall response to the shortage. <input type="checkbox"/> Ensure that the After-Action Report is completed in a timely manner and that recommendations are analyzed and implemented as required. <input type="checkbox"/> Ensure that the After-Action Report is distributed to all appropriate parties, to include the Governor's Office.

OPERATING GUIDELINES MANAGEMENT FUNCTION ENERGY COUNCIL

GENERAL POSITION DESCRIPTION

The Energy Council (EC) functions as a multi-agency, multi-organizational coordinating group. The EC integrates into and provides support for all activated SMC Functions, to include: Member agency Policy information and clarification, direct coordination augmentation to the Operations function, critical situation and status information to the Planning function, and material resources as appropriate in support of the Logistics function. As a comprehensive coordinating group, the EC may provide constructive strategy and solutions to resolving both mid-term and prolonged energy shortages.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate with DBEDT and participate in the analysis and verification of shortage related information. <input type="checkbox"/> To the extent feasible, determine the specific causes of the potential shortage, the impacts on industry and government service capability, and the likely duration of the shortage. <input type="checkbox"/> Ensure that your agency or organizational Energy Emergency Plan is current and that your personnel are prepared to implement the Plan as required. <input type="checkbox"/> Attend Energy Council meetings at DBEDT as scheduled.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> County Energy Coordinators should prepare to activate their Energy Emergency Plans and alert County Civil Defense as to support needs. <input type="checkbox"/> Oil and gas providers should be prepared to receive requests for emergency fuel allocation from DBEDT. <input type="checkbox"/> State Civil Defense should assist DBEDT with channeling and prioritizing fuel allocation requests for statewide maintenance of public health, safety, and welfare from both state and county government. <input type="checkbox"/> All media releases urging voluntary conservation should be coordinated through DBEDT Public Information. <input type="checkbox"/> If the informal fuel allocation process does not mitigate the shortage situation, DBEDT, SCD, and oil and gas providers should prepare for the implementation of the Set-Aside program.

<p>DECLARED ENERGY SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> DBEDT will activate the Shortage Management Center and notify Energy Council Members of meeting schedules and hours of operation. <input type="checkbox"/> All Energy Council members should attend scheduled meetings or ensure that an agency or organization representative is present. <input type="checkbox"/> Energy Council representatives will meet and determine solutions and strategies to assist the SMC in resolving energy shortage challenges. <input type="checkbox"/> Specific actions of the Energy Council, in support of SMC functions include but are not limited to, the following: <ul style="list-style-type: none"> ◆ <u>MANAGEMENT:</u> <ul style="list-style-type: none"> ▪ Meet as needed with the Shortage Manager to clarify energy related policies and procedures to ensure a continuum of positive coordination and cooperation ▪ Ensure that all Public Information actions are coordinated with DBEDT ◆ <u>OPERATIONS:</u> <ul style="list-style-type: none"> ▪ Cooperative assistance with informal fuel allocation ▪ Assist and cooperate with the implementation of Set Aside ▪ Assist with the local enforcement of Retail Sales Measures ▪ Assist with the coordination of inter-island gas supplies and restoration of facilities and distribution systems ▪ Assist with the coordination of electricity restoration and supplies ▪ Assist with the implementation of Mitigation and Conservation measures and programs ◆ <u>PLANNING:</u> <ul style="list-style-type: none"> ▪ Provide supply and facility status information for the Situation Report ▪ Assist with forecasting and data analysis as appropriate ▪ Participate in Action Planning meetings and briefings ◆ <u>LOGISTICS:</u> <ul style="list-style-type: none"> ▪ Provide equipment, supplies, personnel, technology, and transportation resources to the extent feasible, at the request of the SMC, in support of the energy emergency
<p>POST-SHORTAGE / EVALUATION:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> At the conclusion of the Declared Energy Shortage, participate in the After-Action meetings and briefings and provide input into the Corrective Action Plan. <input type="checkbox"/> To the extent applicable, incorporate lessons-learned and corrective action measures into future planning and training endeavors for your agency or organization.

OPERATING GUIDELINES MANAGEMENT FUNCTION SHORTAGE MANAGER

GENERAL POSITION DESCRIPTION

The ERC (DBEDT Director) appoints the Shortage Manager whenever the Shortage Management Center (SMC) is activated. The Shortage Manager is responsible for direct supervision and operation of the SMC, ensuring that all appropriate functions are effectively staffed. When the Energy Council is convened, the Shortage Manager promotes inter-agency coordination at all levels of government, and facilitates management level coordination and communication with industry groups. This Shortage Manager keeps the Chief Technology Officer and ERC informed at all times.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Upon notification of a potential shortage, provide a briefing for the ERC and Chief Technology Officer. <input type="checkbox"/> Ensure that DBEDT-SID Staff monitor, receive and analyze all relevant data pertaining to the potential shortage. <input type="checkbox"/> Ensure that Staff prepares an initial Situation Report for distribution within DBEDT, to State Civil Defense (SCD), and to the Governor's Staff as appropriate.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue Verification Phase activity. <input type="checkbox"/> Confer with ERC and Chief Technology Officer as to potential activation and staffing of the Shortage Management Center. <input type="checkbox"/> Ensure that the Energy Council is notified of the potential activation of the SMC. <input type="checkbox"/> Ensure confidentiality is maintained with companies as relates to proprietary information. <input type="checkbox"/> Ensure that Staff provides additional Situation Reports for distribution as indicated in the Verification Phase. <input type="checkbox"/> Facilitate the implementation of public information efforts to promote voluntary conservation programs. (Refer to Menu of Conservation and Mitigation Measures in the ANNEX) <input type="checkbox"/> Ensure Staff prepares appropriate briefing materials and memoranda for the Governor's Office. <input type="checkbox"/> Ensure that DBEDT Staff is alerted and that schedules are in place for potential activation and staffing of the SMC.

**DECLARED
ENERGY
SHORTAGE:**

- ☐ Ensure the SMC is activated and that adequate staff is available to perform necessary functions.
- ☐ If the Governor formally declares an “energy emergency” for the State of Hawaii, ensure that all record-keeping and SMC activity logs are maintained separately from the normal business of DBEDT.
- ☐ Assume the position of Shortage Manager and oversee all activated functions, consistent with the National Incident Management System (NIMS).
- ☐ Coordinate with the DBEDT Chief Technology Officer and determine a regular meeting schedule for the Energy Council.
- ☐ Assist the Chief Technology Officer in facilitating the integration of the Energy Council into SMC operations.
- ☐ Meet individually with industry representatives to ensure that sensitive and proprietary information is handled according to established protocols.
- ☐ Oversee the Public Information Officer and ensure that the Joint Information Center is activated and functioning effectively.
- ☐ Meet regularly with the DBEDT Government Affairs to ensure that the Hawaii State Legislature is kept informed of the situation.
- ☐ Assist the Public Information Officer with the production and dissemination of media releases related to both voluntary and mandatory conservation measures and other shortage information.
- ☐ Ensure that the DBEDT PIO coordinates all media releases with SCD and the Governor’s Joint Information Center.
- ☐ Provide oversight for the Operations Function, ensuring effective coordination of the Fuel Distribution (Set-Aside), Gas Utilities, Electric Utilities, and Mitigation/Conservation Branches.
- ☐ Provide oversight for the Planning Function, ensuring that all Internal Status Reports, Situation Reports, and Governor’s Memoranda, are prepared in a timely manner. Further, that data management, analysis and forecasting activity continue at the level required.
- ☐ Ensure that the Planning Function conducts periodic Action Planning Meetings and develops and distributes the SMC Action Plan as required.
- ☐ Provide oversight for the Logistics Function, ensuring that there are adequate personnel available to provide services and support for the SMC and for ESF #12 Operations as a whole. It is imperative that Logistics coordination includes agencies and organizations that are part of the Energy Council.
- ☐ Provide oversight for the Finance Administration Function, ensuring that accurate accounting procedures are in place to document energy emergency related expenditures for recovery purposes.

**POST-SHORTAGE /
EVALUATION:**

- ❑ At the conclusion of the Declared Energy Shortage, the Shortage Manager (Energy Planning / Policy Branch Manager) is responsible for convening After-Action meetings and briefings and for ensuring the development and distribution of the Corrective Action Plan.
- ❑ The Corrective Action Plan is a required compliance element of the National Incident Management System (NIMS), and should address corrective measures categorically associated with enhanced legislation, planning, policy changes, and training. DBEDT as the primary ESF #12 agency must ensure that the Corrective Action Plan is completed in a timely manner.

OPERATING GUIDELINES

MANAGEMENT FUNCTION

PUBLIC INFORMATION OFFICER

GENERAL POSITION DESCRIPTION

The Public Information Officer is responsible for implementing the EEP Public Information Program. With the authorization of the ERC, Chief Technology Officer, or Shortage Manager, the PIO schedules media conferences and media releases. The PIO ensures that the information released to the general public is coordinated prior to the release, with the Governor's Office, State Civil Defense, and Energy Council agencies and industry organizations. The PIO participates in joint information center activities that ensure consistent, coordinated media releases.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Attend all information briefings and keep informed of the current and potential future situation. <input type="checkbox"/> Establish lines of communication with the Governor's Communications Office and the SCD PIO. <input type="checkbox"/> Request that a "virtual" JIC be established to ensure media releases are shared among all appropriate federal, state, local government, and industry organizations encouraging coordinated public information plans. <input type="checkbox"/> Develop appropriate preliminary media releases for review by the Director and Chief Technology Officer. <input type="checkbox"/> The Mitigation and Conservation Message to the Public during the Verification Phase, should contain the following elements: <ul style="list-style-type: none"> ◆ Brief summary of the petroleum situation to include price and availability ◆ Need for public participation and cooperation ◆ Carpooling and use of public transportation ◆ Keeping vehicles in "good running condition" (fuel efficiency) ◆ Reduce vehicle use. Encourage "walking" and "bike riding" and curtailment of unnecessary vehicle trips. <input type="checkbox"/> Information to Media Outlets and organizations should include the following elements: <ul style="list-style-type: none"> ◆ Provide valid and accurate quotes from fuel shortage officials ◆ Schedules for news conferences and a list of government and industry spokespersons that will be present. ◆ Names and contact numbers of key public information officials ◆ A "shortage hotline" phone number for media organizations to obtain "late-breaking" news and information relative to the shortage. <input type="checkbox"/> Continue to monitor the situation and prepare to implement the Pre-Shortage Phase of the Public Information Program if required.

<p>PRE-SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Verification Phase activity as required. <input type="checkbox"/> Designate an Official Media Spokesperson for DBEDT / Strategic Industries Division. <input type="checkbox"/> Coordinate with the Governor’s Press Secretary to determine thresholds for Voluntary vs. Mandatory Conservation messages. <input type="checkbox"/> Advise the Governor to announce the implementation of energy conservation plans for all state agencies. <input type="checkbox"/> Ensure that state agencies assign an energy coordinator to coordinate conservation measure in the work place (turn off office machines, lights and air conditioning in unoccupied areas and at the end of the day, encourage/organize employee carpools, etc.). <input type="checkbox"/> Encourage County Mayors to implement similar programs at all county offices and work locations <input type="checkbox"/> Meet regularly with the State JIC to accomplish the following: <ul style="list-style-type: none"> ◆ Establish and maintain a statewide media dissemination plan to promote energy efficiency for transportation, homes, and businesses ◆ Promote the “conservation theme” through the development of brochures and flyers to be displayed in all public and government facilities statewide as well as at retail service stations and major employer facilities ◆ Development of Television, Radio, and Print announcements promoting energy conservation and suggested conservation measures ◆ Promote conservation programs for schools, colleges, and the University of Hawaii ◆ Maintain / update a master roster of media contacts and sources within state and county government as well as industry organizations
<p>DECLARED ENERGY SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Pre-Emergency activity as appropriate. <input type="checkbox"/> Expand media support staff as needed. <input type="checkbox"/> In conjunction with the Governor’s Press Secretary, DBEDT Director, and Shortage Manager, prepare the Governor’s emergency demand reduction and energy conservation messages to the public that may include mandatory measures. <input type="checkbox"/> Should the Governor sign the Set-Aside Executive Order, develop and distribute media releases describing the program and those eligible to participate. <input type="checkbox"/> Continue to promote community, business, and government conservation programs. <input type="checkbox"/> Meet regularly with the Shortage Manager and the Mitigation and Conservation Program Coordinator in the SMC for program updates. <input type="checkbox"/> Use the current Situation Report as a basis for all releases.

**POST-SHORTAGE /
EVALUATION:**

- ☐ At the conclusion of the Declared Energy Shortage, assist DBEDT with public opinion polls and surveys to determine the receptiveness and effectiveness of the Set-Aside program as well as Mitigation and Conservation programs.
- ☐ Conduct debriefing sessions with all PIO'S involved in the JIC and other related media activity, and develop a list of "best practices" and "lessons-learned."
- ☐ Assist with the DBEDT Energy Planning /Policy Branch Manager (Shortage Manager) with the development of the Emergency Public Information portion of the After-Action Report and the Corrective Action Plan (CAP).
- ☐ Assist with the distribution of the AAR and CAP.

OPERATING GUIDELINES

OPERATIONS FUNCTION

OPERATIONS SECTION CHIEF

GENERAL POSITION DESCRIPTION

A member of the DBEDT Energy Analysis and Planning Staff will be assigned to this position. The Operations Section Chief provides general oversight for each function activity within Operations; specifically, Emergency Fuel Allocation, Gas Utilities, Electric Utilities, and Mitigation and Conservation Programs. Additionally, the Operations Section Chief is responsible for the initial preparation and set-up of the Shortage Management Center, in conjunction with assigned Logistics staff.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> During the Verification Phase it is unlikely that the Shortage Management Center (SMC) will be activated. As such, the Energy Analyst or Planner designated as the Operations Section Chief will participate in Verification Phase activity as described herein. <input type="checkbox"/> Assist with verification, analysis, and impacts relative to the potential shortage. <input type="checkbox"/> Survey the SMC and determine support and set-up needs for potential activation. <input type="checkbox"/> In conjunction with the EPPM, ensure that DBEDT staff is informed and that mobilization rosters are developed and in place for potential activation of the SMC.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Verification Phase Activity. <input type="checkbox"/> Ensure that the SMC is set-up and ready for activation. <input type="checkbox"/> In conjunction with the EPPM, alert DBEDT Managers and Supervisors of the likely staff requirement for the SMC. <input type="checkbox"/> Communicate and coordinate with Energy Council industry representatives, particularly those that will provide support for Set-Aside, Gas, Electricity, and Mitigation / Conservation program activity. <input type="checkbox"/> Coordinate with State Civil Defense (SCD) and ensure communication relationships with the State EOC are in place. <input type="checkbox"/> Coordinate with County Energy Coordinators and ensure that communication relationships with County EOCS are in place. <input type="checkbox"/> Coordinate with federal agencies, DOD, and U.S. DOE and ensure that communication relationships are in place.

DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"><input type="checkbox"/> At the direction of the Shortage Manager, activate and staff the Operations Function within the SMC.<input type="checkbox"/> Monitor all program areas and provide guidance and support as required.<input type="checkbox"/> Ensure that all Operations staffs are providing program specific status information to the Planning Function, to be integrated into the Situation Report and other reports and memoranda, as required.<input type="checkbox"/> Ensure that Supplemental Status Reports for Petroleum, Gas, and Electricity are maintained and disseminated to Planning.<input type="checkbox"/> Provide relief and back-up for the Shortage Manager as well as other areas within the Operations Function as needed.
POST-SHORTAGE / EVALUATION	<ul style="list-style-type: none"><input type="checkbox"/> At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC.<input type="checkbox"/> Meet with all personnel assigned to the Operations Function and discuss “lessons-learned and best practices.” Prepare a summary to be integrated into the After-Action Report (AAR) and the Corrective Action Plan (CAP).<input type="checkbox"/> Assist the Planning Function with the preparation and distribution of the AAR and CAP.

OPERATING GUIDELINES

OPERATIONS FUNCTION

FUEL DISTRIBUTION / SET-ASIDE COORDINATOR

GENERAL POSITION DESCRIPTION

A member of the DBEDT Energy Planning and Policy Staff will be assigned to this position. This position reports to the Operations Coordinator or to the Shortage Manager as determined by staffing patterns within the Shortage Management Center and/or the nature of the event. The position is responsible for the direct coordination of both informal and formal (State Set-Aside) program. The position also coordinates retail service station sales controls as deemed necessary.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate with the Energy Planning & Policy Manager (EPPM), to determine the likelihood of an activation of the Shortage Management Center. <input type="checkbox"/> Ensure that all industry contacts and rosters are current should it become necessary to implement the informal fuel allocation process. <input type="checkbox"/> Contact U.S. DOE and PADD-V states, to include the California Energy Commission (CEC) to determine impacts on petroleum supplies and prices resulting from the event <input type="checkbox"/> Ensure that adequate staff and materials are available to coordinate and implement the Set-Aside Program and Retail Service Station Sales Controls, should it become necessary.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> In coordination with the EPPM, and in conjunction with the Governor's Office, prepare the necessary documentation for the filing of Executive Orders implementing the Set-Aside Activation Order and the Retail Service Station Sales Control programs, with the Secretary of State, should the need arise during the Declared Shortage Phase. <input type="checkbox"/> Distribute Set-Aside and Sales Control information to Oil Companies, Wholesalers, and Retail Service Stations so that they are informed of the existing doctrine and policies. <input type="checkbox"/> Ensure that all Set-Aside and Retail Service Station program support staff are briefed and that operating space, materials and references are available.
	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with the informal fuel allocation process as necessary. <input type="checkbox"/> Activate the Set-Aside Program at the direction of the Shortage

<p>DECLARED ENERGY SHORTAGE:</p>	<p>Manager and assist with public information efforts to inform and educate those eligible for Set-Aside fuels.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Follow the procedures as outlined in the <u>Guide to Implementation of the State Fuel Set-Aside Program</u> (See 10.1). <input type="checkbox"/> Activate the Retail Service Station Sales Control Program at the direction of the Shortage Manager. <input type="checkbox"/> Follow the procedures as outlined in the <u>Retail Service Station Sales Control Measures</u> (See 10.2). <input type="checkbox"/> Assist the PIO with the development of media releases that provide access information to those government and industry categories eligible for Set-Aside fuel. <input type="checkbox"/> Coordinate requests for fuel for statewide emergency services with State Civil Defense through the State Emergency Operations Center. <input type="checkbox"/> Assist the PIO and the Mitigation and Conservation Coordinator with media releases pertaining to statewide demand reduction measures. <input type="checkbox"/> Ensure there is adequate staff and equipment available to effectively operate the Set-Aside Program and Retail Service Station Sales Control Program. <input type="checkbox"/> Maintain open channels of communication with petroleum industry and with Retail service stations. <input type="checkbox"/> Ensure that the Petroleum Supplemental Status Report is maintained and disseminated to Planning at appropriate intervals.
<p>POST-SHORTAGE/ EVALUATION</p>	<ul style="list-style-type: none"> <input type="checkbox"/> At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC. <input type="checkbox"/> Meet with all staff assigned to the Fuel Distribution Branch and discuss “lessons-learned and best practices.” Prepare a summary to be integrated into the After-Action Report (AAR) and the Corrective Action Plan (CAP). <input type="checkbox"/> Assist the Planning Function with the preparation and distribution of the AAR and CAP.

OPERATING GUIDELINES

OPERATIONS FUNCTION

GAS UTILITIES COORDINATOR

GENERAL POSITION DESCRIPTION

The Gas Utilities Coordinator is responsible for maintaining contact and coordinating information with the gas industry in Hawaii. In addition, the Gas Utilities Coordinator is responsible for situation monitoring, analysis of impacts, response planning, report preparation, and program implementation as it relates to the electricity sector during an energy emergency.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Review and monitor the situation and keep informed of any new developments. <input type="checkbox"/> Meet regularly with the Operations Coordinator to provide updates and determine the potential for activating the pre-emergency or emergency phase. <input type="checkbox"/> Assist the Planning Coordinator with the preparation of preliminary Situation Reports. <input type="checkbox"/> Update and maintain contact list for gas utilities and other appropriate energy emergency contacts.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Verification Phase activities as needed. <input type="checkbox"/> Review Situation Reports and attend briefings as required. <input type="checkbox"/> Ensure there is adequate staff available to collect and analyze incoming information and facilitate the action planning process. <input type="checkbox"/> Continue information collection and analyses, provide periodic updates, and coordinate with the State Civil Defense, other state agencies and gas utilities as required. <input type="checkbox"/> Work with the Operations Coordinator, Shortage Manager, and other appropriate DBEDT staff to review recommendations for voluntary demand reduction measures impacting the gas industry.
DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Pre-Shortage activity as appropriate. <input type="checkbox"/> At the direction of the Shortage Manager, implement mandatory conservation measures as outline in Section 10.3. <input type="checkbox"/> Participate in meetings and strategy sessions to determine the need and nature of additional conservation measures. <input type="checkbox"/> Keep the Shortage Manager, Operations Coordinator and executives informed of the status of all mitigation programs.

DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"><input type="checkbox"/> Assist the Planning Function with the preparation of appropriate reports and memoranda related to the gas supply situation.<input type="checkbox"/> Ensure that Gas Utilities Supplemental Status Report is maintained and disseminated to Planning at appropriate intervals.
POST-SHORTAGE / EVALUATION:	<ul style="list-style-type: none"><input type="checkbox"/> At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC.<input type="checkbox"/> Meet with representatives from gas utilities and obtain post-operational observations, perspectives, and recommendations.<input type="checkbox"/> Meet with all staff assigned to the Gas Utilities Branch and discuss “lessons-learned and best practices.”<input type="checkbox"/> Prepare a comprehensive summary of both DBEDT and industry input, for integration into the After-Action Report (AAR) and the Corrective Action Plan (CAP).<input type="checkbox"/> Assist the Planning Function with the preparation and distribution of the AAR and CAP.

OPERATING GUIDELINES

OPERATIONS FUNCTION

ELECTRIC UTILITIES COORDINATOR

GENERAL POSITION DESCRIPTION

The Electric Utilities Coordinator is responsible for maintaining contact and coordinating information with the electricity industry in Hawaii. In addition, the Electric Utilities Coordinator is responsible for situation monitoring, analysis of impacts, response planning, report preparation, and program implementation as it relates to the electricity sector during an energy emergency.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Review and monitor the situation and keep informed of any new developments. <input type="checkbox"/> Meet regularly with the Operations Coordinator to provide updates and determine the potential for activating the pre-emergency or emergency phase. <input type="checkbox"/> Assist Planning Coordinator with the preparation of preliminary Situation Reports <input type="checkbox"/> Update and maintain contact list for electric utilities and other appropriate energy emergency contacts.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Verification Phase activities as needed. <input type="checkbox"/> Review Situation Reports and attend briefings as required. <input type="checkbox"/> Ensure there is adequate staff available to collect and analyze incoming information and facilitate the action planning process. <input type="checkbox"/> Continue information collection and analyses, provide periodic updates, and coordinate with the State Civil Defense, other state agencies and electric utilities as required. <input type="checkbox"/> Work with the Operations Coordinator, Shortage Manager, and other appropriate DBEDT staff to review recommendations for voluntary demand reduction measures impacting the electricity industry.
DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Pre-Shortage activity as appropriate. <input type="checkbox"/> At the direction of the Shortage Manager, implement mandatory conservation measures as outline in Section 10.3. <input type="checkbox"/> Participate in meetings and strategy sessions to determine the need and nature of additional conservation measures.

<p>DECLARED ENERGY SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Keep the Shortage Manager, Operations Coordinator and executives informed of the status of all mitigation programs. <input type="checkbox"/> Assist the Planning Function with the preparation of appropriate reports and memoranda related to the electricity situation. <input type="checkbox"/> Ensure that Electric Utilities Supplemental Status Report is maintained and disseminated to Planning at appropriate intervals.
<p>POST-SHORTAGE / EVALUATION:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC. <input type="checkbox"/> Meet with representatives from private electric utilities and obtain post-operational observations, perspectives, and recommendations. <input type="checkbox"/> Meet with all staff assigned to the Electric Utilities Branch and discuss “lessons-learned and best practices.” <input type="checkbox"/> Prepare a comprehensive summary of both DBEDT and industry input, for integration into the After-Action Report (AAR) and the Corrective Action Plan (CAP). <input type="checkbox"/> Assist the Planning Function with the preparation and distribution of the AAR and CAP.

OPERATING GUIDELINES

OPERATIONS FUNCTION

MITIGATION/CONSERVATION PROGRAM COORDINATOR

GENERAL POSITION DESCRIPTION

This position reports to the Shortage Manager or Operations Coordinator, depending on staffing patterns and/or nature of the event, and is responsible for recommending and implementing appropriate voluntary or mandatory demand reduction strategies during an energy emergency. The position also monitors the effectiveness of mitigation programs and recommends / implements additional programs as necessary.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<input type="checkbox"/> Become familiar with the <u>Menu of Mitigation and Conservation Measures</u> (See 10.3). Coordinate with the Shortage Manager and PIO to update any existing conservation messages to the public.
PRE-SHORTAGE:	<input type="checkbox"/> At the direction of the Shortage Manager or Operations Coordinator, implement voluntary conservation measures as outlined for the Pre-Shortage Phase. <input type="checkbox"/> Ensure that all state agencies are notified and advised to implement conservation measures. <input type="checkbox"/> Continue / intensify voluntary conservation messages to the public. <input type="checkbox"/> Monitor all relevant Situation Reports and interact with the Energy Council to determine the effectiveness of voluntary measures.
DECLARED ENERGY SHORTAGE:	<input type="checkbox"/> Continue with Pre-Shortage voluntary measures as appropriate. <input type="checkbox"/> At the direction of the Shortage Manager, implement mandatory conservation measures as outlined for the Declared Energy Shortage, at the appropriate level and intensity. <input type="checkbox"/> Participate in meetings and strategy sessions to determine the need and nature of additional conservation measures. <input type="checkbox"/> Assist the Fuel Distribution and Set-Aside Coordinator with Retail Service Station conservation measures. <input type="checkbox"/> Continue to coordinate with the PIO to ensure that adequate public service messages and notifications are released in a timely manner. <input type="checkbox"/> Keep the Shortage Manager and DBEDT leadership informed of the status of all mitigation programs. <input type="checkbox"/> Provide information to Planning for the Situation Report as well as other reports and memoranda, as required.

**POST-SHORTAGE/
EVALUATION**

- ☐ At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC.
- ☐ Terminate voluntary and mandatory conservation programs as determined by the situation.
- ☐ Coordinate with the Energy Council, Fuel Distribution Coordinator, and PIO to ensure that all parties involved in the de-activation of programs are kept informed and assisting as appropriate. This includes the general public.
- ☐ Meet with all staff assigned to assist with the implementation of Mitigation and Conservation Programs, and discuss “lessons-learned and best practices.” Prepare a summary to be integrated into the After-Action Report (AAR) and the Corrective Action Plan (CAP).
- ☐ Assist the Planning Function with the preparation and distribution of the AAR and CAP.

OPERATING GUIDELINES

PLANNING FUNCTION

PLANNING SECTION CHIEF

GENERAL POSITION DESCRIPTION

This position is responsible for the collection and analysis of shortage related information and the development of Internal Status Reports and Situation Reports. This position may also assist with the development of the Action Plan, memoranda and the After-Action Report. Additional DBEDT staff will be required to provide technical data collection, analyses and forecasts for Situation Reports.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Monitor statewide, national, and international events that may potentially impact Hawaii's energy prices and supplies. <input type="checkbox"/> Coordinate with the Shortage Manager and DBEDT Director to ensure technical staff is available to assist with data collection and categorical energy analyses. <input type="checkbox"/> Oversee and participate in the development of a preliminary Situation Report for internal distribution.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with Verification Phase activity as appropriate. <input type="checkbox"/> Intensify the data collection and analysis process. <input type="checkbox"/> Acquire additional technical staff as needed. <input type="checkbox"/> Coordinate with the Shortage Manager and determine if the Shortage Management Center (SMC) will be activated, and at what level. <input type="checkbox"/> If the SMC is activated, conduct the initial Action Planning Meeting to identify and publish the Overall Operational Objectives for DBEDT relative to the event. <input type="checkbox"/> Establish a publication schedule for the Situation Report updates. <input type="checkbox"/> Be prepared to provide situation briefings to all key staff.
DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Continue with the Pre-Shortage activity as required. <input type="checkbox"/> Establish and maintain a publication schedule and distribution process for Internal Status Reports and Situation Reports. <input type="checkbox"/> Ensure that all reports are archived for future reference. <input type="checkbox"/> Maintain a briefing schedule for the Shortage Manager, DBEDT Director, and other DBEDT Executives.

<p>DECLARED ENERGY SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate and communicate with all branches within the Operations Function to ensure that information is forthcoming for the Situation Report. <input type="checkbox"/> Continue facilitating periodic Action Planning Meetings to track the progress of each Function within the SMC. <input type="checkbox"/> Publish periodic DBEDT Action Plans for internal distribution and forward copies to State Civil Defense. <input type="checkbox"/> Coordinate and communicate with all branches within the Operations Function to ensure that information is forthcoming for the Situation Report.
<p>POST-SHORTAGE/ EVALUATION</p>	<ul style="list-style-type: none"> <input type="checkbox"/> At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC. <input type="checkbox"/> Prepare the final Situation Report noting the de-activation of the SMC. <input type="checkbox"/> Meet with all staff assigned to the Planning Function, and discuss “lessons-learned and best practices.” Prepare a summary to be integrated into the After-Action Report (AAR) and the Corrective Action Plan (CAP). <input type="checkbox"/> In conjunction with the Shortage Manager, schedule and facilitate the After-Action briefings and develop and distribute (with staff assistance) the AAR and CAP.

OPERATING GUIDELINES

LOGISTICS FUNCTION

LOGISTICS SECTION CHIEF

GENERAL POSITION DESCRIPTION

This position is responsible for providing services and support to all activated Functions within the Shortage Management Center. Services and support includes, but is not limited to computer and I.T. support, telecommunications, personnel, transportation, supplies, and procurement. This position must interact with the Shortage Manager, Operations Section Chief, Planning Section Chief, and Finance Administration Section Chief, to determine and assist with logistical needs.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct an inspection of the Shortage Management Center (5th Floor Conference Room) and ensure that appropriate communications outlets, phone connection jacks, and other equipment is in place and operational. <input type="checkbox"/> Ensure that information system maintenance and repairs are completed as needed. <input type="checkbox"/> Ensure that the list of vendors and contractors used by the DBEDT in a Declared Energy Shortage is updated and that contact numbers are current.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Determine the anticipated support needs for SMC functions and personnel should activation occur. <input type="checkbox"/> Arrange for additional staff to support the Logistics Function upon activation of the SMC. <input type="checkbox"/> Coordinate with Finance Administration (Business Services / Accounting) to determine the process for ensuring that fiscal records and expenditures are maintained separately from normal DBEDT fiscal processes, for recovery purposes. <input type="checkbox"/> In conjunction with Business Services, develop a list of Emergency Purchase Orders with a predetermined limit as approved by the DBEDT Director.
DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Provide communications support <input type="checkbox"/> Provide personnel support for all SMC Functions as required.

<p>DECLARED ENERGY SHORTAGE:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Arrange for intra / inter-island transportation and lodging for DBEDT personnel activated for the Energy Shortage, as required. <input type="checkbox"/> Coordinate and assist the Operations Section Chief with the intra / inter-island transportation of equipment, supplies, and materiel as needed for energy / utilities restoration. <input type="checkbox"/> Assist with the arrangement of intra / inter-island transportation of petroleum fuel and gas supplies if necessary. <input type="checkbox"/> Arrange for food, supplies, equipment and other similar needs for SMC personnel. <input type="checkbox"/> Ensure that all receipts, invoices and other financial records are submitted to Finance Administration.
<p>POST-SHORTAGE/ EVALUATION:</p>	<ul style="list-style-type: none"> <input type="checkbox"/> At the conclusion of the Declared Energy Shortage, assist with the de-activation of the SMC. <input type="checkbox"/> Ensure that all materials, office equipment, and other items utilized in the SMC, are returned to their original location or stored accordingly. <input type="checkbox"/> Ensure all receipts, and records of expenditures are submitted to Finance Administration. <input type="checkbox"/> Meet with all staff assigned to the Logistics Function, and discuss “lessons-learned and best practices.” Prepare a summary to be integrated into the After-Action Report (AAR) and the Corrective Action Plan (CAP).

OPERATING GUIDELINES

FINANCE ADMINISTRATION FUNCTION

FINANCE ADMINISTRATION SECTION CHIEF

GENERAL POSITION DESCRIPTION

This position is typically a manager or supervisor assigned to business services or accounting. The primary responsibility for this position is to ensure that all fiscal records are maintained accurately and are indexed separately from normal DBEDT activity. This is particularly critical during federally declared disasters. This position is also responsible for timekeeping, compensation and claims, purchasing and assisting with the fiscal recovery process.

PHASE:	RECOMMENDED ACTIONS:
VERIFICATION:	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate with the Shortage Manager and DBEDT Director to ensure that a system is in place to index all expenses related to the energy shortage. <input type="checkbox"/> Alert appropriate Business Services support staff that may be required to assist the Finance Administration Function upon activation of the SMC.
PRE-SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure there is workspace available in accounting or business services to support the SMC when activated. <input type="checkbox"/> Review the list of contractors and vendors and ensure that it is current. Provide a copy to the Logistics Section Chief. <input type="checkbox"/> Establish procedures to implement emergency contracts or agreements as needed to respond to the energy emergency. <input type="checkbox"/> Establish an appropriate spending limit for Emergency Purchase Orders, and develop a list of Purchase Order numbers for use by the Logistics Function in the SMC.
DECLARED ENERGY SHORTAGE:	<ul style="list-style-type: none"> <input type="checkbox"/> Attend all SMC operations and situation briefings. <input type="checkbox"/> Inform all SMC personnel as to appropriate processing of timesheets and other fiscal records and expenditures. <input type="checkbox"/> Brief all supervisors and managers regarding Compensation and Claims procedures. <u>**NOTE: Timeframes for submittal of Worker's Compensation and Claims forms are usually not waived for an emergency.</u> <input type="checkbox"/> Maintain a current spreadsheet of emergency expenditures and distribute it internally to the Shortage Manager and DBEDT Director on a daily basis.

**POST-SHORTAGE/
EVALUATION:**

- ☐ At the conclusion of the Declared Energy Shortage, prepare a comprehensive report detailing all DBEDT fiscal activity, for approval by the DBEDT Director.
- ☐ Coordinate DBEDT (ESF #12) fiscal recovery efforts with State Civil Defense.
- ☐ Meet with all staff assigned to the Finance Administration Function, and discuss “lessons-learned and best practices.” Prepare a summary to be integrated into the After-Action Report (AAR) and the Corrective Action Plan (CAP).

9.0 AFTER-ACTION REPORT / CORRECTIVE ACTION PLAN

9.0 AFTER-ACTION REPORT / CORRECTIVE ACTION PLAN:

9.1 After-Action Report / Corrective Action Plan Description:

- ◆ The After-Action Report (AAR) is a requirement of the National Incident Management System. As such, an AAR should be developed by all Hawaii State Agencies responsible for the lead coordination or support of Emergency Support Functions (ESFs).
- ◆ The Planning Coordinator or designated member of the Planning Staff within the SMC/DBEDT is responsible for the facilitation of the AAR meetings and development of the CAP.
- ◆ An additional requirement of NIMS is the Corrective Action Plan (CAP). The CAP must be embodied in the AAR
- ◆ The AAR and CAP are essentially an organizational evaluation tool used to measure the effectiveness or deficiencies in policies, procedures, capabilities, training, and other factors affecting the overall agency performance relative to their ESF responsibilities.

9.2 DBEDT AAR / CAP Procedures:

- ◆ The Planning Coordinator and/or Planning Staff will convene a series of evaluation meetings to determine the effectiveness of the each activated function within the Shortage Management Center.
- ◆ It is imperative that all key staff representing the Management, Operations, Planning, Logistics, and Finance Administration functions, are present at the evaluation meetings.
- ◆ Objectives of the AAR Evaluation Meeting:
 - ✓ Evaluate each function, listing “best practices” (what went right); and also deficiencies (what could be improved).
 - ✓ List all deficiencies by “function.”
 - ✓ Determine if the source of the deficiency was a result of:
 - Insufficient Planning Scope or Development
 - Insufficient Training or Staff Preparation
 - Inappropriate or Outdated Policies or Procedures
 - Inappropriate or Outdated Legislative Doctrine
 - Other Sources?

9.3 Corrective Action Plan Elements:

- ◆ NIMS requirements are specific as to the elements of the CAP. They are as follows:
 - ✓ Basic modifications needed to existing plans
 - ✓ Modifications to or development of, new operating procedures
 - ✓ Modifications to or development of, agency policies and protocols
 - ✓ Additional / specific training and equipment needs
 - ✓ Realistic timeframes for achieving each modification or action to include designation of persons responsible for the action and a funding source as applicable
 - ✓ A process for tracking the progress of corrective action measures.
- ◆ The DBEDT Director is ultimately responsible for ensuring that the CAP is completed and implemented.

10.0 SUPPORTING DOCUMENTS

10.1 GUIDE TO IMPLEMENTATION OF THE STATE FUEL SET-ASIDE PROGRAM (FSA)

10.2 RETAIL SERVICE STATION SALES CONTROL MEASURES

10.3 MENU OF MITIGATION AND CONSERVATION MEASURES

10.4 REPORT TEMPLATES:

- ◆ **INTERNAL STATUS REPORT**
- ◆ **SITUATION REPORT / SUPPLEMENTAL STATUS REPORTS**
- ◆ **GOVERNOR'S MEMORANDUM**
- ◆ **ACTION PLAN**
- ◆ **AFTER ACTION / CAP**

10.1 GUIDE TO IMPLEMENTATION OF THE STATE FUEL SET-ASIDE PROGRAM (FSA)

***PROTOCOLS REMAIN AS CURRENTLY WRITTEN IN ACCORDANCE
WITH CHAPTER 15-10 HAWAII ADMINISTRATIVE RULES
([HTTP://HAWAII.GOV/DBEDT/MAIN/ABOUT/ADMIN-RULES/15-10.PDF](http://hawaii.gov/dbedt/main/about/admin-rules/15-10.pdf))***

10.2 RETAIL SERVICE STATION SALES CONTROL MEASURES

RETAIL SERVICE STATION SALES CONTROL MEASURES

RESPONSE PHASE:	CONTROL MEASURE:	SPECIFIC ACTIONS:	PRIMARY AGENCY:	SUPPORTING PARTIES:
MILD TO MODERATE SHORTAGE	Uniform Flag System (Voluntary) Posted Hours of Operation	<ul style="list-style-type: none"> ◆ Notify Counties and retailers of voluntary flag system ◆ Flag should be a minimum of 18" square and visible to passing motorists. ◆ GREEN: Indicates Fuel Available ◆ RED: Indicates NO FUEL ◆ YELLOW: Indicates fuel available for Emergency Vehicles Only ◆ Sign depicting hours of operations should be posted and visible to passing motorists. 	DBEDT OPERATIONS FUNCTION	County Energy Coordinators Retail Outlets
MODERATE TO SEVERE SHORTAGE	Odd-Even Fuel Purchase (Mandatory)	<ul style="list-style-type: none"> ◆ Notify Counties and retailers of mandatory Odd/Even procedures ◆ Prepare Governor's Executive Order (drafts) ◆ Assist Governor's staff with filing Executive Orders with the Lt. Governor's Office ◆ Prepare press releases and education materials in conjunction with the PIO ◆ Review all other implementation steps in Chapter 15-10 Hawaii Administrative Rules (See Reference Book) 	DBEDT OPERATIONS FUNCTION	County Energy Coordinators Retail Outlets Governor's Staff Lt. Governor's Staff
SEVERE SHORTAGE	Minimum Fuel Purchases (Mandatory)	<ul style="list-style-type: none"> ◆ Notify Counties and retailers of mandatory Minimum Purchase program. 	DBEDT OPERATIONS FUNCTION	County Energy Coordinators Retail Outlets

[illegible]

10.3 MENU OF MITIGATION AND CONSERVATION MEASURES

10.3 MENU OF MITIGATION AND CONSERVATION MEASURES

THESE MITIGATION AND CONSERVATION MEASURES ARE INTENDED TO BE IMPLEMENTED DURING A DECLARED ENERGY SHORTAGE AS APPROPRIATE FOR THE DETERMINED LEVEL OF SEVERITY AS DESCRIBED BELOW:	
MILD:	<ul style="list-style-type: none">◆ Reliable sources indicate a potential supply shortage◆ Government and suppliers verify the shortage potential◆ Public perception and behavior reactive to the potential shortage◆ Isolated retail supply shortages reported
MODERATE TO SEVERE:	<ul style="list-style-type: none">◆ Requests for Set-Aside Fuel from eligible category applicants◆ Short / Intermittent lines reported at several retail outlets◆ Increased public concern and reactions to the shortage◆ Shift in fuel-use patterns by the public, such as tank-topping, hoarding, and utilization of new retail suppliers, causing adverse geographic supply issues◆ Localized supply and distribution problems reported by retailers
SEVERE / EXTREME:	<ul style="list-style-type: none">◆ Longer gas lines and increased public panic◆ Longer term supply disruptions / fuel not available at any price◆ Severe impact on utilities; insufficient fuel for electrical generation and gas production and distribution.

GROUND TRANSPORTATION MEASURES			
DECLARED SHORTAGE PHASE:	MITIGATION / CONSERVATION MEASURES	LEAD AGENCY:	SUPPORTING AGENCIES / ORGANIZATIONS:
MILD	<ul style="list-style-type: none"> ◆ IMPLEMENT THE “ODD – EVEN” STRATEGY CONSISTENT WITH THE RETAIL SERVICE STATION SALES CONTROL MEASURES AS OUTLINED IN 10.2 	DBEDT	<ul style="list-style-type: none"> ◆ GOVERNOR’S OFFICE ◆ COUNTIES ◆ FUEL RETAILERS ◆ MEDIA
	<ul style="list-style-type: none"> ◆ INITIATE A REVIEW OF FUEL / ENERGY CONSUMPTION PATTERNS – FOCUS CONSERVATION MEASURES ON HIGH USE AREAS ◆ REDUCE OR CURTAIL NON-ESSENTIAL GOVERNMENT SERVICES AND TRAVEL, AS RELATES TO FUEL / ENERGY CONSUMPTION 	DAGS DAGS	<ul style="list-style-type: none"> ◆ GOVERNOR’S OFFICE ◆ ALL STATE AGENCIES ◆ COUNTY GOVERNMENTS ◆ MEDIA
	<ul style="list-style-type: none"> ◆ PROMOTE COMMUNITY –BASED, “GRASS-ROOTS” PUBLIC EDUCATION CONSERVATION PROGRAMS PROMOTING THE USE OF BICYCLES, CARPOOLS, CONSOLIDATION OF VEHICLE TRIPS. 	DBEDT	<ul style="list-style-type: none"> ◆ MEDIA ◆ COUNTIES ◆ CIVIC GROUPS ◆ CHURCHES
	<ul style="list-style-type: none"> ◆ PROMOTE ENERGY CONSERVATION PROGRAMS IN SCHOOLS AND AWARD / RECOGNIZE ACHIEVEMENTS. 	DBEDT	<ul style="list-style-type: none"> ◆ PUBLIC / PRIVATE SCHOOLS / COLLEGES

	<p>♦ INITIATE A “STATE / LOCAL COMMUNITY LEADER PROGRAM,” RECOGNIZING PUBLIC OFFICIALS AND BUSINESS LEADERS, FOR PARTICIPATING IN CARPOOLS, USING PUBLIC TRANSPORTATION AND OTHER CONSERVATION MEASURES.</p>	<p>DBEDT</p>	<p>♦ MEDIA ♦ GOVERNOR’S OFFICE ♦ STATE AGENCIES ♦ MILITARY ♦ COUNTY GOVERNMENTS ♦ CIVIC GROUPS ♦ CHURCHES ♦ SCHOOLS / COLLEGES ♦ CHAMBERS OF COMMERCE</p>
	<p>♦ PROMOTE THE USE OF PUBLIC TRANSPORTATION. ENHANCE / INCREASE WHERE PRACTICAL, AVAILABLE RIDE-SHARING LOTS AND PARKING SPACES. REDUCE / ELIMINATE FEES FOR RIDE-SHARE PARKING.</p>	<p>DBEDT DOT</p>	<p>♦ MEDIA ♦ STATE AGENCIES ♦ MILITARY ♦ COUNTY GOVERNMENTS ♦ CIVIC GROUPS ♦ CHURCHES ♦ SCHOOLS / COLLEGES ♦ CHAMBERS OF COMMERCE</p>
	<p>♦ REVIEW / MODIFY PUBLIC TRANSPORTATION ROUTES AND SCHEDULES, TO INCLUDE CONSIDERATION OF “PEAK HOUR” RIDERSHIP NEEDS. ADD ADDITIONAL BUSES, VANS, SHUTTLES AND OTHER PUBLIC CONVEYANCE AS APPROPRIATE.</p>	<p>DBEDT DOT</p>	<p>♦ CITY / COUNTY OF HONOLULU ♦ HOTELS / RESORTS ♦ AIRPORT ♦ TRANSPORTATION / TOUR COMPANIES ♦ SHOPPING CENTERS</p>

	<ul style="list-style-type: none"> ◆ INTENSIFY ENFORCEMENT OF HOV LANE VIOLATIONS ◆ INTENSIFY ENFORCEMENT OF SPEED LIMIT VIOLATIONS 	DBEDT	<ul style="list-style-type: none"> ◆ STATE-WIDE LAW ENFORCEMENT AGENCIES / DEPARTMENTS ◆ MEDIA
MODERATE TO SEVERE:	<ul style="list-style-type: none"> ◆ IMPLEMENT THE STATE FUEL ALLOCATION PROGRAM, TO INCLUDE SET-ASIDE AS DESCRIBED IN 10.1. ◆ IMPLEMENT ODD / EVEN ELEMENT OF THE RETAIL SERVICE STATION SALES CONTROL MEASURES AS OUTLINED IN 10.2. 	DBEDT	<ul style="list-style-type: none"> ◆ OIL COMPANIES ◆ FUEL RETAILERS ◆ GOVERNOR'S DIRECTIVE ◆ MEDIA
	<ul style="list-style-type: none"> ◆ IMPLEMENT MANDATORY STATE AGENCY ALTERNATE WORK WEEK SCHEDULES WHERE PRACTICAL. (LONGER WORK DAY SCHEDULES AND SHORTER WORK WEEK TO REDUCE COMMUTE TRIPS) ◆ ENCOURAGE TELE-WORK FOR STATE AGENCIES THAT CAN ACCOMMODATE THEIR EMPLOYEES ACCORDINGLY. ◆ NOTIFICATION TO COUNTY MAYORS TO ENCOURAGE COUNTY /CITY GOVERNMENTS TO PARTICIPATE IN SIMILAR PROGRAMS. 	DBEDT	<ul style="list-style-type: none"> ◆ GOVERNOR'S DIRECTIVE ◆ STATE AGENCIES ◆ COUNTY GOVERNMENTS

MODERATE TO SEVERE:	<ul style="list-style-type: none"> ◆ IMPLEMENT THE REMAINING ELEMENTS OF THE RETAIL SERVICE STATION SALES CONTROL MEASURES AS DESCRIBED IN 10.2. ✓ UNIFORM FLAG SYSTEM ✓ MINIMUM AND MAXIMUM FUEL PURCHASE ✓ POSTED HOURS OF OPERATION 	DBEDT	<ul style="list-style-type: none"> ◆ GOVERNOR’S DIRECTIVE ◆ STATE AGENCIES ◆ COUNTY GOVERNMENTS ◆ FUEL RETAILERS ◆ MEDIA
	<ul style="list-style-type: none"> ◆ PROVIDE FREE “PARK / RIDE” PROGRAMS SERVING THE FOLLOWING FACILITIES AND LOCATIONS: ✓ SCHOOLS ✓ COLLEGES & UNIVERSITIES ✓ MAJOR SHOPPING MALLS ✓ DOWNTOWN HONOLULU ✓ WAIKIKI BEACH ✓ OTHER HIGH VOLUME TOURIST AREAS 	DBEDT DOT	<ul style="list-style-type: none"> ◆ CITY / COUNTY OF HONOLULU ◆ COUNTY GOVERNMENTS ◆ MAJOR EMPLOYERS (PRIVATE SECTOR) ◆ MILITARY ◆ HOTELS /RESORTS ◆ TRANSPORTATION /TOUR COMPANIES
SEVERE / EXTREME:	<ul style="list-style-type: none"> ◆ DESIGNATE THE MAJORITY OF HIGHWAY LANES FOR CARPOOL / RIDE-SHARE VEHICLES AND BUSES ONLY. ◆ RESTRICT HOURS OF PRIVATE PASSENGER VEHICLE TRIPS IN DESIGNATED AREAS. ◆ MANDATORY REDUCTION OF STATE FLEET VEHICLE USAGE. 	DOT	<ul style="list-style-type: none"> ◆ GOVERNOR’S DIRECTIVE ◆ COUNTY GOVERNMENTS ◆ MAJOR EMPLOYERS (PRIVATE SECTOR) ◆ MILITARY ◆ STATE-WIDE LAW ENFORCEMENT ◆ MEDIA

SEVERE / EXTREME:	<ul style="list-style-type: none"> ◆ LIMIT REFINERY PRODUCTION TO A SINGLE OCTANE RATING TO INCREASE FUEL SUPPLY. 	DBEDT	<ul style="list-style-type: none"> ◆ OIL COMPANIES
	<ul style="list-style-type: none"> ◆ REQUEST PRESIDENTIAL DRAWDOWN OF U.S. STRATEGIC PETROLEUM RESERVES (SPR) AND SUPPORT STATE OF HAWAII EFFORTS TO OBTAIN SPR OIL. ◆ SEEK JONES ACT WAIVERS TO UTILIZE FOREIGN VESSELS TO TRANSPORT SPR OIL AND FOREIGN AND DOMESTIC COAL. 	DBEDT	<ul style="list-style-type: none"> ◆ GOVERNOR ◆ CONGRESSIONAL MEMBERS ◆ MARITIME COMPANIES ◆ OIL COMPANIES

AVIATION MEASURES			
DECLARED SHORTAGE PHASE:	MITIGATION / CONSERVATION MEASURES	LEAD AGENCY:	SUPPORTING AGENCIES / ORGANIZATIONS:
MILD	<ul style="list-style-type: none"> ♦ IMPLEMENT THE “ODD – EVEN” STRATEGY CONSISTENT WITH THE RETAIL SERVICE STATION SALES CONTROL MEASURES AS OUTLINED IN 10.2 / APPLICABLE TO RESTRICTION ON FUEL FOR RECREATIONAL USE OF PRIVATE AIRCRAFT. ♦ TIGHTEN THE WEIGHT RESTRICTION ON PASSENGER LUGGAGE AND CARRY-ON BAGGAGE FOR COMMERCIAL FLIGHTS. ♦ IMPLEMENT FUEL SAVING MEASURES FOR AIRPORT GROUND OPERATIONS (AIRCRAFT TOWING WHENEVER POSSIBLE) 	DOT DBEDT	<ul style="list-style-type: none"> ♦ FAA ♦ AIRPORT FUEL SUPPLIERS ♦ AIRLINE COMPANIES ♦ MEDIA
MODERATE TO SEVERE:	<ul style="list-style-type: none"> ♦ MANDATE INTER-ISLAND FLIGHT REDUCTIONS AND CONSOLIDATION OF PASSENGERS. IMPLEMENT PASSENGER CAPACITY REQUIREMENTS (95% FULL). 	DOT	<ul style="list-style-type: none"> ♦ FAA ♦ AIRPORT FUEL SUPPLIERS ♦ AIRLINE COMPANIES ♦ MEDIA
SEVERE / EXTREME:	<ul style="list-style-type: none"> ♦ IMPLEMENT JET FUEL ALLOCATION FOR INTER-ISLAND COMMERCIAL AND PRIVATE FLIGHTS. ♦ PROHIBIT THE FUELING OF NON-ESSENTIAL PRIVATE AIRCRAFT 	DBEDT DOT	

MARINE MEASURES			
DECLARED SHORTAGE PHASE:	MITIGATION / CONSERVATION MEASURES	LEAD AGENCY:	SUPPORTING AGENCIES / ORGANIZATIONS:
MILD	<ul style="list-style-type: none"> ◆ IMPLEMENT THE “ODD – EVEN” STRATEGY CONSISTENT WITH THE RETAIL SERVICE STATION SALES CONTROL MEASURES AS OUTLINED IN 10.2 / APPLICABLE TO RESTRICTION ON FUEL FOR RECREATIONAL USE OF PRIVATE BOATS. 	DBEDT	<ul style="list-style-type: none"> ◆ MARINE FUEL SUPPLIERS ◆ MARITIME COMPANIES ◆ MEDIA
MODERATE TO SEVERE:	<ul style="list-style-type: none"> ◆ MANDATE INTER-ISLAND COMMERCIAL CARRIER SCHEDULE REDUCTION AND PASSENGER CONSOLIDATION. 	DOT	<ul style="list-style-type: none"> ◆ MARINE FUEL SUPPLIERS ◆ MARITIME COMPANIES ◆ MEDIA
SEVERE / EXTREME:	<ul style="list-style-type: none"> ◆ IMPLEMENT MARINE FUEL ALLOCATION FOR INTER-ISLAND COMMERCIAL CARRIERS AND PRIVATE BOATS. ◆ PROHIBIT THE FUELING OF NON-ESSENTIAL PRIVATE BOATS AND WATERCRAFT. 	DBEDT	

PUBLIC UTILITIES MEASURES			
DECLARED SHORTAGE PHASE:	MITIGATION / CONSERVATION MEASURES	LEAD AGENCY:	SUPPORTING AGENCIES / ORGANIZATIONS:
MILD	<ul style="list-style-type: none"> ◆ REQUEST IMPLEMENTATION OF GAS AND ELECTRIC UTILITIES ORGANIZATIONAL EMERGENCY PLANS TO THE DEGREE REQUIRED. ◆ ESTABLISH DEMAND REDUCTION PERCENTAGE TARGETS. ◆ SEEK VOLUNTARY CONSUMER COOPERATION TO REDUCE ENERGY USAGE ◆ REVISE HOURS OF OPERATION FOR SHOPPING CENTERS AND OTHER HIGH-DENSITY ATTRACTIONS, TO MAXIMIZE ENERGY CONSERVATION 	DBEDT PUC	<ul style="list-style-type: none"> ◆ UTILITY COMPANIES ◆ MEDIA ◆ RETAIL BUSINESSES ◆ TOURISM INDUSTRY
	<ul style="list-style-type: none"> ◆ INCREASE / IMPLEMENT STATE ENERGY TAX CREDITS FOR SOLAR, WIND, GEOTHERMAL ENERGY USAGE AS WELL AS THE PURCHASE AND UTILIZATION OF ENERGY EFFICIENT APPLIANCES. 	DBEDT PUC	<ul style="list-style-type: none"> ◆ HAWAII STATE LEGISLATURE ◆ MEDIA

MODERATE TO SEVERE:	<ul style="list-style-type: none"> ◆ CONTINUED IMPLEMENTATION OF GAS AND ELECTRIC COMPANY UTILITY EMERGENCY PLANS AS DETERMINED BY THE PUBLIC UTILITIES COMMISSION. ◆ INTENSIFY (MANDATE) DEMAND REDUCTION PERCENTAGE TARGETS. ◆ INTENSIFY MANDATORY CONSERVATION MESSAGES TO THE PUBLIC. ◆ MANDATE BUILDING AIR CONDITIONING TEMPERATURES TO BE NO LOWER THAN 78 DEGREES F. ◆ MANDATE WATER HEATER THERMOSTATS TO BE SET NO HIGHER THAN 120 DEGREES F. ◆ MANDATE REDUCED ELECTRICITY USAGE. 	<p>PUC</p> <p>DBEDT DAGS</p>	<ul style="list-style-type: none"> ◆ UTILITY COMPANIES ◆ MEDIA ◆ CONSUMERS ◆ MEDIA
SEVERE / EXTREME:	<ul style="list-style-type: none"> ◆ PROHIBIT ALL NON-ESSENTIAL GAS AND ELECTRIC USES TO INCLUDE: <ul style="list-style-type: none"> ✓ ADVERTISING & DECORATIVE LIGHTING (SIGNAGE) ✓ SWIMMING POOL & SPA HEATERS ✓ AFTER-HOURS LIGHTING (OTHER THAN SECURITY) ✓ ALL OUTDOOR GAS TORCHES 	DBEDT DAGS	<ul style="list-style-type: none"> ◆ GOVERNOR’S DIRECTIVE ◆ CONSUMERS ◆ MEDIA ◆ HOTELS AND RESORTS ◆ RETAIL BUSINESSES ◆ TOURISM INDUSTRY

SEVERE / EXTREME:	<ul style="list-style-type: none"> ◆ FULL IMPLEMENTATION OF ALL PUBLIC UTILITIES EMERGENCY PLANS AS DIRECTED BY THE PUC. ◆ COMPANY CONTROLLED CURTAILMENT TO ALL NON-ESSENTIAL CONSUMERS.] ◆ ESSENTIAL / EMERGENCY SERVICES RECEIVE TOP PRIORITY. 	PUC DBEDT SCD	<ul style="list-style-type: none"> ◆ GOVERNOR'S DIRECTIVE ◆ UTILITY COMPANIES ◆ PUBLIC SAFETY AGENCIES ◆ COUNTY GOVERNMENTS ◆ MEDIA
	<ul style="list-style-type: none"> ◆ REQUEST PRESIDENTIAL DRAWDOWN OF U.S. STRATEGIC PETROLEUM RESERVES (SPR) AND SUPPORT STATE OF HAWAII EFFORTS TO OBTAIN SPR OIL. ◆ SEEK JONES ACT WAIVERS TO UTILIZE FOREIGN VESSELS TO TRANSPORT SPR OIL, PROPANE, AND FOREIGN AND DOMESTIC COAL. ◆ SEEK ENVIRONMENTAL WAIVERS TO UTILIZE HIGH SULPHUR FUELS FOR ELECTRICAL GENERATION. 	DBEDT EPA OEQC	<ul style="list-style-type: none"> ◆ GOVERNOR ◆ CONGRESSIONAL MEMBERS ◆ OIL COMPANIES ◆ UTILITY COMPANIES

INDUSTRIAL /COMMERCIAL MEASURES			
DECLARED SHORTAGE PHASE:	MITIGATION / CONSERVATION MEASURES	LEAD AGENCY:	SUPPORTING AGENCIES / ORGANIZATIONS:
MILD	(NO MEASURES FOR THIS LEVEL OF SEVERITY)		
MODERATE TO SEVERE:	<ul style="list-style-type: none"> ◆ MANDATE FUEL SWITCHING FOR INDUSTRIAL / COMMERCIAL USE, WHERE POSSIBLE. 	DBEDT	<ul style="list-style-type: none"> ◆ UTILITY COMPANIES ◆ OIL COMPANIES ◆ PRIVATE INDUSTRY
SEVERE / EXTREME:	<ul style="list-style-type: none"> ◆ REQUEST PRESIDENTIAL DRAWDOWN OF U.S. STRATEGIC PETROLEUM RESERVES (SPR) AND SUPPORT STATE OF HAWAII EFFORTS TO OBTAIN SPR OIL. ◆ SEEK JONES ACT WAIVERS TO UTILIZE FOREIGN VESSELS TO TRANSPORT SPR OIL AND FOREIGN AND DOMESTIC COAL. ◆ SEEK ENVIRONMENTAL WAIVERS TO PERMIT BURNING OF COAL / COAL SLURRIES AND OTHER HIGH SULPHUR FUELS. 	DBEDT PUC OEQC	<ul style="list-style-type: none"> ◆ GOVERNOR ◆ CONGRESSIONAL MEMBERS ◆ OIL COMPANIES ◆ UTILITY COMPANIES

10.4 REPORT TEMPLATES:

- ◆ **INTERNAL STATUS REPORT**
- ◆ **ESF #12 SITUATION REPORT /
SUPPLEMENTAL STATUS REPORTS**
- ◆ **GOVERNOR’S MEMORANDUM**
- ◆ **ACTION PLAN**
- ◆ **AFTER ACTION / CAP**

DBEDT INTERNAL STATUS REPORT

PURPOSE:

1. *TO PROVIDE DBEDT MANAGEMENT AND STAFF WITH A PERIODIC SUMMARY OF ACTIVITY ASSOCIATED WITH THE ENERGY EMERGENCY.*
2. *TO PROVIDE DBEDT MANAGEMENT AND STAFF WITH AN ANALYSIS OF OPERATIONAL IMPACTS RESULTING FROM THE REDIRECTION OF PERSONNEL TO THE ENERGY EMERGENCY.*
3. *TO PROVIDE A SUMMARY OF THE OVERALL BUDGET IMPACTS RELATING TO THE ENERGY EMERGENCY, TO INCLUDE PERSONNEL TIME AND PROCUREMENT COSTS.*

PREPARATION AND DISTRIBUTION:

1. *THE SHORTAGE MANAGER AND PLANNING FUNCTION COORDINATOR WILL ASSIGN APPROPRIATE STAFF TO COMPLETE THE INTERNAL STATUS REPORT AS REQUIRED.*
2. *THE REPORT WILL BE APPROVED BY THE SHORTAGE MANAGER AND DISTRIBUTED TO ALL APPROPRIATE SMC STAFF, THE DBEDT DIRECTOR AND DIVISION MANAGERS.*
3. *THE REPORT MAY BE ROUTED THROUGH OFFICE E-MAIL.*

DBEDT Internal Status Report

<u>REPORTING PERIOD DATE/TIME:</u> FROM: (MM/DD/YEAR) _____ TO: (MM/DD/YEAR) _____		<u>INCIDENT OR EVENT: (SAMPLE)</u> HURRICANE MAIKA / ESF #12 OPERATIONS	<u>REPORT PREPARED BY:</u> NAME: _____ DATE: _____ TIME: _____
<u>GENERAL SUMMARY:</u>	<u>DBEDT LEVEL OF ACTIVITY: (SAMPLE)</u> 1. Shortage Management Center remains at full activation. 2. Statewide Set-aside program remains in effect. 3. Mitigation and Conservation programs are in effect at the Declared Emergency level. 4. Modified workweek for DBEDT personnel is in effect (See SMC roster). 5. <u>SEE ATTACHED SITUATION REPORT FOR DETAILED EVENT UPDATES</u>		
<u>DAILY OPERATIONAL IMPACTS:</u>	<u>DEFERRED - SUSPENDED PROJECTS / PROGRAM ACTIVITY: (SAMPLE)</u> 1. Legislative Analysis Project (LAP) postponed. 2. "Energy Innovation" Position Paper for NASEO Conference postponed. 3. Quarterly Energy Council meeting cancelled. 4. Joint exercise with U.S. DOE postponed.		
<u>FISCAL IMPACTS:</u>	<i>CUMULATIVE PERSONNEL COSTS: (SAMPLE)</i> <u>\$18,000.00</u>	<i>CUMULATIVE EQUIPMENT / MATERIEL COSTS: (SAMPLE)</i> <u>\$6,250.00</u>	

DBEDT ESF #12

ENERGY SITUATION REPORT AND SUPPLEMENTAL STATUS REPORTS

PURPOSE-PREPARATION-DISTRIBUTION OF THE SITUATION REPORT:

1. *TO PROVIDE DBEDT, STATE CIVIL DEFENSE, AND ALL OTHER ENERGY COUNCIL MEMBER ORGANIZATIONS, WITH A COMPREHENSIVE INFORMATION SUMMARY RELATIVE TO THE CURRENT IMPACTS OF THE ENERGY SHORTAGE.*
2. *TO PROVIDE A CATEGORICAL ANALYSIS OF ENERGY SHORTAGES ALONG WITH FORECASTS FOR FUTURE IMPACTS.*
3. *THE SITUATION REPORT IS PREPARED BY THE PLANNING FUNCTION WITHIN THE SHORTAGE MANAGEMENT CENTER, UTILIZING DATA FROM THE COMPREHENSIVE STATE-WIDE ENERGY & FUEL DATA COLLECTION DATABASE, ALONG WITH SUPPLEMENTAL STATUS REPORTS PREPARED BY APPROPRIATE BRANCHES IN OPERATIONS. (SEE BELOW).*
4. *SITUATION REPORTS ARE PREPARED FOR EACH OPERATIONAL PERIOD AND UPDATED AS NEEDED AT THE DIRECTION OF THE SHORTAGE MANAGER.*
5. *THE SHORTAGE MANAGER APPROVES EACH SITUATION REPORT AND DIRECTS THE DISTRIBUTION GENERALLY THROUGH E-MAIL.*

PURPOSE-PREPARATION-DISTRIBUTION OF THE SUPPLEMENTAL STATUS REPORTS:

1. *TO PROVIDE CATEGORICAL ENERGY STATUS INFORMATION TO THE PLANNING FUNCTION FOR INTEGRATION INTO THE SITUATION REPORT.*
2. *SUPPLEMENTAL STATUS REPORTS ARE PREPARED AND UPDATED BY THE ENERGY COORDINATORS IN OPERATIONS AND PERIODICALLY PROVIDED TO PLANNING FOR INTEGRATION INTO THE SITUATION REPORT.*
3. *RESPONSIBILITY FOR THE PREPARATION OF SUPPLEMENTAL STATUS REPORTS ARE AS FOLLOWS:*
 - ☐ *FUEL DISTRIBUTION COORDINATOR – PETROLEUM STATUS REPORT*
 - ☐ *GAS UTILITIES COORDINATOR – GAS UTILITIES STATUS REPORT*
 - ☐ *ELECTRIC UTILITIES COORDINATOR – ELECTRICITY STATUS REPORT*
 - ☐ *MITIGATIONS/CONSERVATION PROGRAMS COORDINATOR – STATUS REPORT*
4. *THE OPERATIONS COORDINATOR MUST ENSURE THAT SUPPLEMENTAL STATUS REPORTS ARE MAINTAINED AND DISSEMINATED TO PLANNING AT APPROPRIATE INTERVALS.*

DBEDT ESF #12 Situation Report			
INCIDENT OR EVENT: (SAMPLE) HURRICANE MAIKA / ESF #12 OPERATIONS		DATE /TIME OF REPORT: (MM/DD/YY), (TIME) HRS. PERSON REPORTING: (NAME & POSITION)	
OVERALL ESF #12 STATEWIDE SITUATION SUMMARY (NARRATIVE)			
OAHU ENERGY SITUATION SUMMARY:		HAWAII ENERGY SITUATION SUMMARY:	
KAUAI ENERGY SITUATION SUMMARY:		MAUI ENERGY SITUATION SUMMARY: (INCLUDING LANAI AND MOLOKAI)	
ENERGY CATEGORY:	FACILITY INFORMATION:	OPERATIONAL STATUS:	STATE ASSISTANCE REQUIRED FOR RESTORATION:
PETROLEUM FACILITIES & OPERATIONS	<input type="checkbox"/> (NAME OF FACILITY) <input type="checkbox"/> (INSERT GIS MAP LINK) <input type="checkbox"/> (PERSON CONTACTED) <input type="checkbox"/> (PHONE & FAX #) <input type="checkbox"/> (E-MAIL ADDRESS)	<input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> (NONE) <input type="checkbox"/> (TYPE OF ASSISTANCE) <input type="checkbox"/> (SPECIFIC LOCATION) <input type="checkbox"/> (TRANSPORTATION PLAN) <input type="checkbox"/> (DURATION REQUIRED)

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ELECTRIC UTILITIES & OPERATIONS	<input type="checkbox"/> (NAME OF FACILITY) <input type="checkbox"/> (INSERT GIS MAP LINK) <input type="checkbox"/> (PERSON CONTACTED) <input type="checkbox"/> (PHONE & FAX #) <input type="checkbox"/> (E-MAIL ADDRESS)	<input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> (NONE) <input type="checkbox"/> (TYPE OF ASSISTANCE) <input type="checkbox"/> (SPECIFIC LOCATION) <input type="checkbox"/> (TRANSPORTATION PLAN) <input type="checkbox"/> (DURATION REQUIRED)
GAS FACILITIES & OPERATIONS	<input type="checkbox"/> (NAME OF FACILITY) <input type="checkbox"/> (INSERT GIS MAP LINK) <input type="checkbox"/> (PERSON CONTACTED) <input type="checkbox"/> (PHONE & FAX #) <input type="checkbox"/> (E-MAIL ADDRESS)	<input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> (NONE) <input type="checkbox"/> (TYPE OF ASSISTANCE) <input type="checkbox"/> (SPECIFIC LOCATION) <input type="checkbox"/> (TRANSPORTATION PLAN) <input type="checkbox"/> (DURATION REQUIRED)
RETAIL SERVICE STATION SITUATION SUMMARY: (NARRATIVE)		MITIGATION MEASURES /PROGRAMS SITUATION SUMMARY: (NARRATIVE)	

SUPPLEMENTAL STATUS REPORT

PETROLEUM FACILITIES SUPPLIES AND OPERATIONS

(FORM COMPLETED BY THE FUEL DISTRIBUTION COORDINATOR – SMC OPERATIONS)

Company Name:	Type of Facility / Map Link:	Damage Summary:	Restoration Assistance Needs:	State Support Actions:
CHEVRON	<input type="checkbox"/> REFINERY (MAP LINK) <input type="checkbox"/> CRUDE OIL / PRODUCT MOORING OPERATIONS (MAP LINK) <input type="checkbox"/> PIPELINE SYSTEM (MAP LINK) <input type="checkbox"/> STORAGE TERMINAL SYSTEM (MAP LINK)	<input type="checkbox"/> (NO DAMAGE) <input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> PERSONNEL <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SUPPLIES /MATERIEL <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> OTHER	<input type="checkbox"/> MISSION # ASSIGNED <input type="checkbox"/> NATURE OF MISSION <input type="checkbox"/> SCD REQUEST GENERATED <input type="checkbox"/> STATE AGENCIES ASSIGNED <input type="checkbox"/> PRIVATE SECTOR ASSISTANCE FORTHCOMING (DESCRIBE)
TESORO HAWAII	<input type="checkbox"/> REFINERY (MAP LINK) <input type="checkbox"/> CRUDE OIL / PRODUCT MOORING OPERATIONS (MAP LINK) <input type="checkbox"/> PIPELINE SYSTEM (MAP LINK) <input type="checkbox"/> STORAGE TERMINAL SYSTEM (MAP LINK)	<input type="checkbox"/> (NO DAMAGE) <input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> PERSONNEL <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SUPPLIES /MATERIEL <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> OTHER	<input type="checkbox"/> MISSION # ASSIGNED <input type="checkbox"/> NATURE OF MISSION <input type="checkbox"/> SCD REQUEST GENERATED <input type="checkbox"/> STATE AGENCIES ASSIGNED <input type="checkbox"/> PRIVATE SECTOR ASSISTANCE FORTHCOMING (DESCRIBE)

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HFFC	<input type="checkbox"/> REFINERY (MAP LINK) <input type="checkbox"/> CRUDE OIL / PRODUCT MOORING OPERATIONS (MAP LINK) <input type="checkbox"/> PIPELINE SYSTEM (MAP LINK) <input type="checkbox"/> STORAGE TERMINAL SYSTEM (MAP LINK)	<input type="checkbox"/> (NO DAMAGE) <input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> PERSONNEL <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SUPPLIES /MATERIEL <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> OTHER	<input type="checkbox"/> MISSION # ASSIGNED <input type="checkbox"/> NATURE OF MISSION <input type="checkbox"/> SCD REQUEST GENERATED <input type="checkbox"/> STATE AGENCIES ASSIGNED <input type="checkbox"/> PRIVATE SECTOR ASSISTANCE FORTHCOMING (DESCRIBE)
OTHER ORGANIZATIONS	<input type="checkbox"/> REFINERY (MAP LINK) <input type="checkbox"/> CRUDE OIL / PRODUCT MOORING OPERATIONS (MAP LINK) <input type="checkbox"/> PIPELINE SYSTEM (MAP LINK) <input type="checkbox"/> STORAGE TERMINAL SYSTEM (MAP LINK)	<input type="checkbox"/> (NO DAMAGE) <input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> PERSONNEL <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SUPPLIES /MATERIEL <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> OTHER	<input type="checkbox"/> MISSION # ASSIGNED <input type="checkbox"/> NATURE OF MISSION <input type="checkbox"/> SCD REQUEST GENERATED <input type="checkbox"/> STATE AGENCIES ASSIGNED <input type="checkbox"/> PRIVATE SECTOR ASSISTANCE FORTHCOMING (DESCRIBE)

RETAIL SERVICE STATION STATUS

COMPANY/LOCATION / MAP LINK	SALES CONTROL MEASURES IMPLEMENTED

FUEL STOCKS SUMMARY			
COMPANY: CHEVRON	# BARRELS OF CRUDE	# BARRELS OF REFINED PRODUCT (SPECIFY TYPE OF PRODUCT)	CURRENT LOCATION OF FUEL STOCKS (MAP LINK)
SUPPLIES IN STORAGE			
SUPPLIES ON THE WATER (SHIP IN TRANSIT)			
DAYS OF SUPPLY (NORMAL DEMAND)			

FUEL STOCKS SUMMARY			
COMPANY: TESORO HAWAII	# BARRELS OF CRUDE	# BARRELS OF REFINED PRODUCT (SPECIFY TYPE OF PRODUCT)	CURRENT LOCATION OF FUEL STOCKS (MAP LINK)
SUPPLIES IN STORAGE			
SUPPLIES ON THE WATER (SHIP IN TRANSIT)			
DAYS OF SUPPLY (NORMAL DEMAND)			

SUPPLEMENTAL STATUS REPORT

GAS UTILITIES SUPPLIES AND OPERATIONS

(FORM COMPLETED BY THE GAS UTILITIES COORDINATOR – SMC OPERATIONS)

Company Name:	Type of Facility / Map Link:	Damage Summary:	Restoration Assistance Needs:	State Support Actions:
	<input type="checkbox"/> PROPANE REFINERY (MAP LINK) <input type="checkbox"/> PROPANE MOORING OPERATIONS (MAP LINK) <input type="checkbox"/> PROPANE PIPELINE SYSTEM (MAP LINK) <input type="checkbox"/> PROPANE STORAGE TERMINAL (MAP LINK)	<input type="checkbox"/> (NO DAMAGE) <input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> PERSONNEL <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SUPPLIES /MATERIEL <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> OTHER	<input type="checkbox"/> MISSION # ASSIGNED <input type="checkbox"/> NATURE OF MISSION <input type="checkbox"/> SCD REQUEST GENERATED <input type="checkbox"/> STATE AGENCIES ASSIGNED <input type="checkbox"/> PRIVATE SECTOR ASSISTANCE FORTHCOMING (DESCRIBE)
GAS SUPPLY SUMMARY				
FACILITY LOCATION (MAP LINK)		DAYS OF SUPPLY (NORMAL DEMAND)		

SUPPLEMENTAL STATUS REPORT

ELECTRIC UTILITIES OPERATIONS

(FORM COMPLETED BY THE ELECTRIC UTILITIES COORDINATOR – SMC OPERATIONS)

Company Name:	Type of Facility / Map Link:	Damage Summary:	Restoration Assistance Needs:	State Support Actions:
	<input type="checkbox"/> POWER PLANTS (MAP LINK) <input type="checkbox"/> TRANSMISSION & DISTRIBUTION SYSTEM (MAP LINK) <input type="checkbox"/> SUBSTATION (MAP LINK) <input type="checkbox"/> SWITCHING FACILITY (MAP LINK)	<input type="checkbox"/> (NO DAMAGE) <input type="checkbox"/> (FULL OPERATION) <input type="checkbox"/> (PARTIAL OPERATION) <input type="checkbox"/> (FACILITY SHUT-DOWN) <input type="checkbox"/> (TIME ESTIMATE FOR FULL RESTORATION)	<input type="checkbox"/> PERSONNEL <input type="checkbox"/> EQUIPMENT <input type="checkbox"/> SUPPLIES /MATERIEL <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> OTHER	<input type="checkbox"/> MISSION # ASSIGNED <input type="checkbox"/> NATURE OF MISSION <input type="checkbox"/> SCD REQUEST GENERATED <input type="checkbox"/> STATE AGENCIES ASSIGNED <input type="checkbox"/> PRIVATE SECTOR ASSISTANCE FORTHCOMING (DESCRIBE)
ELECTRICITY CAPABILITY SUMMARY				
FACILITY LOCATION (MAP LINK)		OUTAGE IMPACTS (POPULATION SECTORS)		

SUPPLEMENTAL STATUS REPORT

MITIGATION AND CONSERVATION PROGRAM STATUS

(FORM COMPLETED BY THE MITIGATION & CONSERVATION PROGRAMS COORDINATOR – SMC OPERATIONS)

Category of Mitigation:	Shortage Phase:	Specific Measure / Program :	Lead Agency:	Support Agencies:
GROUND TRANSPORTATION	<input type="checkbox"/> MILD <input type="checkbox"/> MODERATE - SEVERE <input type="checkbox"/> SEVERE – EXTREME			
AVIATION	<input type="checkbox"/> MILD <input type="checkbox"/> MODERATE - SEVERE <input type="checkbox"/> SEVERE – EXTREME			
MARINE	<input type="checkbox"/> MILD <input type="checkbox"/> MODERATE - SEVERE <input type="checkbox"/> SEVERE – EXTREME			
UTILITIES	<input type="checkbox"/> MILD <input type="checkbox"/> MODERATE - SEVERE <input type="checkbox"/> SEVERE – EXTREME			
INDUSTRIAL / COMMERCIAL	<input type="checkbox"/> MILD <input type="checkbox"/> MODERATE - SEVERE <input type="checkbox"/> SEVERE – EXTREME			

GOVERNOR'S MEMORANDUM

PURPOSE:

THE GOVERNOR'S MEMORANDUM IS INTENDED TO CONVEY PERIODIC STATUS INFORMATION TO THE GOVERNOR, CABINET MEMBERS, AND LEGISLATURE IF SO DIRECTED BY THE GOVERNOR. THE MEMORANDUM SHOULD NOT CONTAIN DETAILED TECHNICAL INFORMATION. IT'S INTENT IS TO PROVIDE A SUMMARY OF IMPACTS TO THE STATE, AND ALSO TO REQUEST GUBERNATORIAL SUPPORT AND FORMAL ACTION SHOULD IT BECOME NECESSARY.

PREPARATION AND DISTRIBUTION:

- 1. THE SHORTAGE MANAGER AND PLANNING FUNCTION COORDINATOR WILL PREPARE THE GOVERNOR'S MEMORANDUM.*
- 2. THE DBEDT DIRECTOR OR CHIEF TECHNOLOGY OFFICER WILL APPROVE THE REPORT.*
- 3. THE APPROPRIATE DBEDT REPRESENTATIVE MUST DELIVER THE MEMORANDUM IN PERSON.*
- 4. THE MEMORANDUM MAY CONTAIN CONFIDENTIAL AND PROPRIETARY INFORMATION AND SHOULD NOT BE MADE AVAILABLE FOR PUBLIC RELEASE.*

State of Hawaii

Department of Business, Economic Development & Tourism

Memorandum

DATE:

TO: (Governor's Staff or Cabinet Member Assigned to Energy)

CC: (Appropriate Deputy Cabinet Member – Committee Members)

FROM: DBEDT Shortage Management Center
(Director, or Chief Technology Officer)

SUBJECT: Governor's Memorandum / Statewide Energy Status

*CONFIDENTIAL INFORMATION INCLUDED IN THIS REPORT –
PLEASE DO NOT QUOTE OR RELEASE SPECIFIC INFORMATION*

ENERGY SUMMARY: (Brief Description of the Event and Subsequent Impacts)

1. Petroleum Status
2. Gas Utilities Status
3. Electricity Status

FORECASTS AND ANALYSIS: (Public Impact Analysis Mid-term and Long Range)

1. Utility Outages / Fuel Shortage
2. Affected Populations
3. Impact on Emergency Services and Critical Facilities

RECOMMENDED GUBERNATORIAL ACTIONS:

1. Declared Energy Emergency
2. Conservation Messages
3. Other Public Information Messages

DBEDT ASSISTANCE:

1. Governor / Cabinet Briefing Schedule
2. Briefing for the Legislature
3. Name / Phone # of DBEDT Contacts

ACTION PLANNING PROCEDURES

PURPOSE:

1. *TO ENSURE THAT ALL FUNCTIONS WITHIN THE SHORTAGE MANAGEMENT CENTER ARE OPERATING IN A COORDINATED MANNER.*
2. *TO ENSURE THAT THERE ARE NO REDUNDANT AND/OR CONFLICTING ACTIVITIES.*
3. *TO ENSURE THAT MEASURABLE PROGRESS IS ACHIEVED RELATIVE TO ESF #12 OPERATIONS.*

MEETING PROCESS:

4. *THE SHORTAGE MANAGER AND PLANNING FUNCTION COORDINATOR WILL ASSEMBLE ALL KEY PERSONNEL THAT WILL COORDINATE THE MANAGEMENT, OPERATIONS, PLANNING, LOGISTICS, AND FINANCE ADMINISTRATION FUNCTIONS.*
5. *THE MEETING SHOULD OCCUR IN THE SMC OR SIMILAR CONFERENCE ROOM.*
6. *THE SHORTAGE MANAGER, WITH INPUT FROM KEY COORDINATORS WILL DETERMINE THE OVERALL OBJECTIVES OF THE SMC FOR THE INITIAL 24-HOUR OPERATIONAL PERIOD.*

NOTE: SUBSEQUENT OPERATIONAL PERIODS MAY EXTEND BEYOND 24-HOURS AS ACTIVITY BEGINS TO STABILIZE.

7. *EACH ACTIVATED FUNCTION WITHIN THE SMC WILL DEVELOP A LIST OF "FUNCTION SPECIFIC OBJECTIVES" THAT WILL CONTRIBUTE TO THE ACHIEVEMENT OF THE SMC OVERALL OBJECTIVES.*

NOTE: EXAMPLES OF OVERALL OBJECTIVES AND FUNCTION SPECIFIC OBJECTIVES ARE PROVIDED IN THE ATTACHED TEMPLATE.

8. *AT EACH SUBSEQUENT ACTION PLANNING MEETING, EACH FUNCTION COORDINATOR WILL PROVIDE A PROGRESS REPORT ON THE STATUS OF THEIR SPECIFIC OBJECTIVES*
9. *MEETINGS SHOULD BE HELD EACH DAY UNTIL THE SITUATION STABILIZES. THEREAFTER, ACTION PLANNING MEETINGS SHOULD OCCUR AS NEEDED TO ENSURE COORDINATION.*

NOTE: A MANDATORY ACTION PLANNING MEETING SHOULD BE CONVENED WHENEVER THERE IS A SIGNIFICANT CHANGE IN THE SMC OVERALL OBJECTIVES.

10. *UPDATED ACTION PLANS SHOULD BE DISTRIBUTED TO ALL SMC COORDINATORS, DBEDT EXECUTIVES, AND TO STATE CIVIL DEFENSE.*

DBEDT Shortage Management Center ACTION PLAN

Operational Period Date/Time:

From: (MM/DD/Year) _____

To: (MM/DD/Year) _____

SMC Overall Objectives: (Sample)

1. Ensure that accurate /updated Situation Reports are prepared.
2. Ensure that the SMC is staffed and supported as required.
3. Ensure that all ESF#12 Plans, Policies, and Programs are activated and implemented as required.

**MANAGEMENT FUNCTION:
(List All Function Specific Objectives For:)**

SHORTAGE MANAGER:
PUBLIC INFORMATION OFFICER:
ENERGY COUNCIL:

FUNCTION SPECIFIC OBJECTIVES (SAMPLE)

1. Mobilize all SMC Staff personnel and determine initial scheduling for SMC operations.
2. Establish JIC operations as soon as possible and brief DBEDT Executives on initial media / press conferences.
3. Notify and establish a communications network for the Energy Council to ensure that initial and sustained coordination can occur relative to SMC operations.

STATUS OF OBJECTIVES:

- ☐ NOT ADDRESSED
☐ IN PROGRESS
☐ COMPLETED

STATUS DATE:
(DATE & TIME OF
STATUS REPORT)

<p>OPERATIONS FUNCTION: (List All Function Specific Objectives For:) FUEL DISTRIBUTION: <i>SET-ASIDE:</i> <i>RETAIL STATIONS:</i> GAS UTILITIES: ELECTRIC UTILITIES: MITIGATION / CONSERVATION:</p>	<p><u>FUNCTION SPECIFIC OBJECTIVES</u> <u>(SAMPLE)</u></p> <ol style="list-style-type: none"> 1. Implement the Set-Aside program. 2. Implement the Retail Station Sales Control Program. 3. Establish and maintain communication with all propane utilities and refiners. 4. Establish and maintain communication with all private electric companies. 5. Implement mitigation / conservation measures as appropriate. 	<p><u>STATUS OF OBJECTIVES:</u></p> <p><input type="checkbox"/> NOT ADDRESSED <input type="checkbox"/> IN PROGRESS <input type="checkbox"/> COMPLETED</p>	<p><u>STATUS DATE:</u> (DATE & TIME OF STATUS REPORT)</p>
<p>PLANNING FUNCTION: (List All Function Specific Objectives For:) REPORTS AND MEMORANDA: <i>ENERGY SITUATION REPORT:</i> <i>INTERNAL STATUS REPORT:</i> <i>GOVERNOR'S MEMORANDA:</i> DATA MANAGEMENT / ANALYSIS: ACTION PLANNING:</p>	<p><u>FUNCTION SPECIFIC OBJECTIVES</u> <u>(SAMPLE)</u></p> <ol style="list-style-type: none"> 1. Develop, distribute, and update accurate Energy Situation Reports as events and changes in conditions occur. 2. Develop, distribute, and update a DBEDT internal Status Report every 24 hours during the activation of the SMC. 3. Prepare Governor's Memoranda in conjunction with the Shortage Manager. 	<p><u>STATUS OF OBJECTIVES:</u></p> <p><input type="checkbox"/> NOT ADDRESSED <input type="checkbox"/> IN PROGRESS <input type="checkbox"/> COMPLETED</p>	<p><u>STATUS DATE:</u> (DATE & TIME OF STATUS REPORT)</p>

	<ol style="list-style-type: none"> Obtain, organize, and analyze all ESF #12 essential information and data. Conduct Action Planning Meetings and develop and distribute, an updated Action Plan for each Operational Period. 		
<p>LOGISTICS FUNCTION: (List All Function Specific Objectives For:) ALL SMC SUPPORT ACTIVITIES: ALL SMC SERVICES ACTIVITIES:</p>	<p><u>FUNCTION SPECIFIC OBJECTIVES</u> <u>(SAMPLE)</u></p> <ol style="list-style-type: none"> Obtain and provide supplies, communications, computer support, and personnel to the SMC as required. Arrange for travel & transportation for all SMC personnel as required. 	<p><u>STATUS OF OBJECTIVES:</u></p> <p><input type="checkbox"/> NOT ADDRESSED <input type="checkbox"/> IN PROGRESS <input type="checkbox"/> COMPLETED</p>	<p><u>STATUS DATE:</u> <i>(DATE & TIME OF STATUS REPORT)</i></p>
<p>FINANCE / ADMIN. FUNCTION: (List All Function Specific Objectives For:) ACCOUNTING / PURCHASING: COMPENSATION / CLAIMS: DBEDT FISCAL RECOVERY:</p>	<p><u>FUNCTION SPECIFIC OBJECTIVES</u> <u>(SAMPLE)</u></p> <ol style="list-style-type: none"> Set up and maintain energy emergency time-keeping procedures. Set up and maintain cost accounting procedures. Respond to all Compensation and Claims matters as necessary. 	<p><u>STATUS OF OBJECTIVES:</u></p> <p><input type="checkbox"/> NOT ADDRESSED <input type="checkbox"/> IN PROGRESS <input type="checkbox"/> COMPLETED</p>	<p><u>STATUS DATE:</u> <i>(DATE & TIME OF STATUS REPORT)</i></p>

DBEDT AFTER ACTION REPORT / CORRECTIVE ACTION PLAN

PURPOSE:

1. *TO EVALUATE THE EFFECTIVENESS OF THE ENERGY EMERGENCY RESPONSE.*
2. *TO IDENTIFY DEFICIENCIES AND STRATEGIES FOR IMPROVEMENT.*

PREPARATION AND DISTRIBUTION:

1. *THE SHORTAGE MANAGER AND PLANNING COORDINATOR ARE RESPONSIBLE FOR ENSURING THAT THE AFTER-ACTION REPORT AND CORRECTIVE ACTION PLAN.*
2. *THE PLANNING COORDINATOR WILL FACILITATE EVALUATION MEETINGS OF EACH ACTIVATED FUNCTION WITHIN THE SHORTAGE MANAGEMENT CENTER. THE PLANNING COORDINATOR WILL ALSO CONDUCT ONE PLENARY MEETING TO REVIEW OUTCOMES AND RECOMMENDATIONS FOR IMPROVED PERFORMANCE.*
3. *THE CORRECTIVE ACTION MEASURES WILL BE DETERMINED FROM THE OUTCOMES AND FINDINGS OF AFTER-ACTION MEETINGS.*
4. *THE AFTER-ACTION REPORT AND CORRECTIVE ACTION PLAN MUST BE APPROVED BY THE DBEDT DIRECTOR AND THEN DISTRIBUTED TO ALL APPROPRIATE DIVISIONS AND PERSONNEL WITH AUTHORIZATION FOR IMPLEMENTATION.*

DBEDT After-Action Report

<u>Duration of the Incident:</u> From: (MM/DD/Year) _____ To: (MM/DD/Year) _____	<u>Incident or event:</u> ESF #12 Operations
<u>Level of Activation:</u> <input type="checkbox"/> Pre-Emergency <input type="checkbox"/> Declared Emergency	<u>Overall ESF #12 Performance Summary:</u>

EVALUATION OF SMC FUNCTIONS

<u>MANAGEMENT FUNCTION:</u> <input type="checkbox"/> SHORTAGE MANAGER <input type="checkbox"/> ENERGY COUNCIL <input type="checkbox"/> PUBLIC INFORMATION	<i><u>LEGISLATIVE DEFICIENCIES:</u></i>	<i><u>POLICY / PROCEDURAL DEFICIENCIES:</u></i>	<i><u>PLANNING DEFICIENCIES:</u></i>	<i><u>TRAINING DEFICIENCIES:</u></i>
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<p><u>OPERATIONS</u> <u>FUNCTION:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> FUEL DISTRIBUTION <ul style="list-style-type: none"> ○ SET-ASIDE ○ RETAIL STATIONS <input type="checkbox"/> GAS UTILITIES <input type="checkbox"/> ELECTRIC UTILITIES <input type="checkbox"/> MITIGATION / CONSERVATION 	<p><i><u>LEGISLATIVE</u></i> <i><u>DEFICIENCIES:</u></i></p>	<p><i><u>POLICY / PROCEDURAL</u></i> <i><u>DEFICIENCIES:</u></i></p>	<p><i><u>PLANNING DEFICIENCIES:</u></i></p>	<p><i><u>TRAINING DEFICIENCIES:</u></i></p>
<p><u>PLANNING</u> <u>FUNCTION:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> SUPPLIES/ENERGY STATUS <input type="checkbox"/> REPORTS / MEMORANDA <input type="checkbox"/> DATA MANAGEMENT & ANALYSIS <input type="checkbox"/> ACTION PLANNING 	<p><i><u>LEGISLATIVE</u></i> <i><u>DEFICIENCIES:</u></i></p>	<p><i><u>POLICY / PROCEDURAL</u></i> <i><u>DEFICIENCIES:</u></i></p>	<p><i><u>PLANNING DEFICIENCIES:</u></i></p>	<p><i><u>TRAINING DEFICIENCIES:</u></i></p>

<p><u>LOGISTICS</u> <u>FUNCTION:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> SMC SUPPORT / SERVICES <input type="checkbox"/> TRANSPORTATION <input type="checkbox"/> COMMUNICATIONS <input type="checkbox"/> COMPUTER SUPPORT <input type="checkbox"/> PERSONNEL <input type="checkbox"/> SUPPLIES / EQUIPMENT 	<p><i><u>LEGISLATIVE DEFICIENCIES:</u></i></p>	<p><i><u>POLICY / PROCEDURAL DEFICIENCIES:</u></i></p>	<p><i><u>PLANNING DEFICIENCIES:</u></i></p>	<p>TRAINING DEFICIENCIES:</p>
<p><u>FINANCE ADMIN.</u> <u>FUNCTION:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> COST ACCOUNTING <input type="checkbox"/> PURCHASING <input type="checkbox"/> COMP / CLAIMS <input type="checkbox"/> FISCAL RECOVERY 	<p><i><u>LEGISLATIVE DEFICIENCIES:</u></i></p>	<p><i><u>POLICY / PROCEDURAL DEFICIENCIES:</u></i></p>	<p><i><u>PLANNING DEFICIENCIES:</u></i></p>	<p><i><u>TRAINING DEFICIENCIES:</u></i></p>

DBEDT CORRECTIVE ACTION PLAN

CORRECTIVE ACTION MEASURES: (MANAGEMENT)	<u>ACTION STEPS:</u>	PERSON(S) <u>RESPONSIBLE:</u>	COMPLETION <u>TIME-FRAMES:</u>	FUNDING SOURCE / <u>STRATEGY:</u>
CORRECTIVE ACTION MEASURES: (OPERATIONS)	<u>ACTION STEPS:</u>	PERSON(S) <u>RESPONSIBLE:</u>	COMPLETION <u>TIME-FRAMES:</u>	FUNDING SOURCE / <u>STRATEGY:</u>
CORRECTIVE ACTION MEASURES: (PLANNING)	<u>ACTION STEPS:</u>	PERSON(S) <u>RESPONSIBLE:</u>	COMPLETION <u>TIME-FRAMES:</u>	FUNDING SOURCE / <u>STRATEGY:</u>

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CORRECTIVE ACTION MEASURES: (LOGISTICS)	<u>ACTION STEPS:</u>	PERSON(S) <u>RESPONSIBLE:</u>	COMPLETION <u>TIME-FRAMES:</u>	FUNDING SOURCE / <u>STRATEGY:</u>
CORRECTIVE ACTION MEASURES: (FINANCE / ADMIN)	<u>ACTION STEPS:</u>	PERSON(S) <u>RESPONSIBLE:</u>	COMPLETION <u>TIME-FRAMES:</u>	FUNDING SOURCE / <u>STRATEGY:</u>